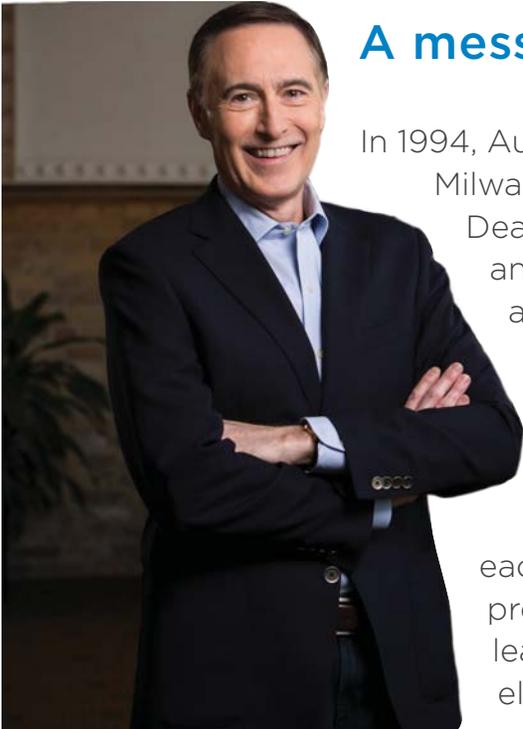




2016 Report to the Community



A message from Nick Turkal, MD

In 1994, Aurora established the Madison Street Outreach Clinic on Milwaukee's near south side. At the time I was the Associate Dean for the Milwaukee campus of the UW Medical School and VP of Academic Affairs with a thriving family practice at Aurora St. Luke's. One hundred percent of the care provided at the Madison Street Clinic was free. From the very beginning, we learned to take the patient's special circumstances into consideration when providing care and brought in specialists as needed to diagnose and treat them. A major focus was prevention; we leveraged each patient visit as an opportunity for administering preventive care, such as TB testing, immunizations and lead screening – which they would not otherwise receive elsewhere.

Once the clinic began operations, it became evident that its primary population was the working poor – people with low-paying jobs and no insurance. It also became evident that providing acute care alone was not enough – that we needed to help patients connect with community resources to help them establish a relationship with a primary care provider, so they would have better access to stay well in the long term, which today remains in our stated purpose to help people live well.

Today that same clinic is still in operation, fulfilling the same purpose, with a newer name – Aurora Walker's Point Community Clinic. It's in a new location, but still on Milwaukee's near south side. It is an anchor program within a dedicated group of community benefit programs and services we call "Well Community" to serve vulnerable and low-income uninsured people within the Greater Milwaukee area. Aurora's Well Community programs tackle health and life issues; they are exceptional programs well beyond standard clinical services to help people get past significant obstacles to their health and wellbeing. In this report we feature our Well Community programs and provide a few other highlights of 2016. To learn about the community benefit initiatives being carried out in all the communities we serve, please visit our hospital community benefit reports available on our site: www.aurora.org/commbenefits.

Nick W. Turkal MD.

Nick Turkal, MD, President and C.E.O

A message from Cristy Garcia-Thomas

In my role as Chair of the Aurora Health Care Social Responsibility Committee, I am guided each day by the belief that everyone deserves compassion, love, and the chance to live well.

This belief is shared by the community members who serve on this Committee. They understand the complexities of the social determinants of health and help to sharpen our focus to ensure that Aurora's purpose to help people live well is demonstrated in all the communities we serve.



In my role as Chief Diversity & Inclusion Officer for Aurora Health Care, I am guided by that same belief.

I am proud of Aurora caregivers at our hospitals who engage in the process of conducting community health needs assessments and who continually evaluate the impact of their outreach initiatives to address identified community health needs – as well as the results they are achieving in alignment with Aurora's purpose.

In my role as President of the Aurora Health Care Foundation, I am grateful to funders who affirm the value and impact of our most successful community-based programs by providing resources to help sustain or expand outreach to underserved populations and to provide care and healing to victims of sexual assault and domestic violence.

It is not possible to serve in these roles without learning from everyone involved and from many voices within the community. Each year it becomes increasingly more evident that it takes a combination of medical care, charity care, corporate and philanthropic contributions, and community partnerships to make a meaningful difference in the lives of real people who need our help.

Most importantly, I have learned that as we honor one another for who we are, truly understand and connect with the people and families and communities we serve, our purpose – Aurora's purpose to help people live well – can be better served.

By working together, we all can make a difference – not just for today, but for generations to come.

A handwritten signature in black ink that reads "Cristy Garcia-Thomas". The signature is written in a cursive, flowing style.

*Cristy Garcia-Thomas, Chair,
Aurora Health Care Social Responsibility Committee*

Well Community Programs

Aurora Walker's Point Community Clinic is located in the heart of Milwaukee's most diverse south-side community, open 50 hours per week to serve a neighborhood with the highest number of uninsured people in the state and to provide care free of charge. This includes bilingual urgent, primary, preventive and specialty health care; bilingual mental health services; and ED and hospital referrals for uninsured persons. During 2016, a total of 4,524 patients were served. In addition to primary and behavioral health care:

- 853 patients were referred to physician specialists through Aurora's Specialty Access for Uninsured program (SAUP).
- 419 individuals participated in the Well Woman program to receive breast cancer screenings, and 197 received cervical cancer screenings. A total of 462 mammograms and 306 Pap tests were completed, 816 women received breast cancer screening reminders, and 927 women received breast cancer education.
- 468 individuals participated in the WISE Woman program for cardiovascular screening and treatment, including blood pressure, blood sugar, weight, and blood cholesterol.
- 155 individuals participated in the WISE Man program for cardiovascular, cancer, and mental health screening and treatment.
- 444 patients were served through 1,693 bilingual counseling appointments.
- 307 of our referred patients completed at least one visit to CORE/El Centro for fitness and nutrition programming.
- 651 medical visits for 223 homeless persons were conducted at the nearby Salvation Army Clinic of Milwaukee.
- 464 retinal exams were facilitated by Aurora ophthalmologists and volunteers, Bread of Healing Clinic and Sixteenth Street Community Health Center.
- 743 adolescents and students received direct primary care from our bilingual nurse practitioner at South Division High School; 92 percent were able to return to class.

For 16 years, Aurora Health Care and the **Bread of Healing Clinic** have worked together to improve the chronic health conditions of uninsured people

on the north side of Milwaukee, providing free services to low-income people who experience barriers to essential health care. Services are provided by a primary care physician, nurse educators and a pharmacist. Services include respiratory and physical therapy, optometry, rheumatology, medication, dental services, lab services, and behavioral health counseling under the direction of psychologists and a psychiatrist. Alcohol and drug addiction groups are held weekly at Cross Lutheran Church. Bread of Healing operates clinics at Cross Lutheran, Eastbrook and Florist Avenue Churches. With over 1,800 active patients, during 2016, 408 were first-time patients who turned to BOH for the care they needed. Services included:

- 5,327 urgent and primary care visits
- 556 counseling visits
- 804 dental visits
- 393 other specialty visits
- 20 referrals to physician specialists through Aurora's SAUP

Aurora Family Service (AFS) is focused exclusively on family wellness and stability. A team of 81 dedicated practitioners provide a full continuum of services in the community to promote self-sufficiency through every stage of life integrating health, mental health, social services, family and marriage therapy, comprehensive services for seniors, parenting education, home visitation, and a wide variety of financial-wellness programming. In 2016, AFS:

- Served 16,028 families.
- Provided 4,669 hours of counseling and 669 hours of mental health consults.
- Trained 32 family therapy post-graduate and graduate residents in its *AFS Family Therapy Training Institute* (28 post-graduate and 4 masters level).
- Conducted 4,494 home visits for at-risk infants and elders and their families in our Family Enrichment (873), Money Management (2,421), and Family Care (1,200) programs.
- Helped 805 persons participating in financial-wellness workshops.
- Assured 3,100 families would be together to have Thanksgiving dinners with all the trimmings in their own homes through the *AFS Family-to-Family Thanksgiving*.

Aurora Parish Nurses provide an important solution to today's health care challenges for many vulnerable individuals and families in our communities. Their unique nursing practice connects mind, body and spirit for people who are vulnerable and living with chronic and/or disabling conditions. The congregations with whom they partner include persons from at-risk Milwaukee neighborhoods. The distinguishing characteristic of these populations is related to the social determinants of health, including poverty, frailty, lack of education, delayed diagnosis of preventable or curable disease and resultant health problems, all pivoting around a lack of access to health care. Aurora Parish Nurses assess individuals' needs and earn their trust, and then open doors to Aurora's network of caregivers. In 2016, Aurora Parish Nurses:

- Served 5,007 clients in 12 faith communities with a total of 10,907 individual contacts.
- Led group sessions for 9,795 participants.
- Provided 8,405 screenings.
- Referred 647 individuals to health care or community providers.

Abuse Response Services

In 2016, our Sexual Assault Nurse Examiners (SANEs) from nine Aurora hospitals responded to 1,408 cases of sexual assault, domestic violence, human trafficking, child abuse, or other related sexually violent crimes, representing a 20 percent increase over 2015. This suggests that as our points of access grow, more victims are willing to seek services and disclose crimes committed against them. Aurora Abuse Response Services consist of the following programs and services:

- **Aurora's Sexual Assault Treatment Center** (SATC) at Aurora Sinai Medical Center has provided forensic nursing coverage since 1986. Crisis counseling and advocacy services were added in 1990. SATC provides a safe and caring environment for survivors of rape, incest, sexual abuse and sexual assault. SATC serves Milwaukee County and the Greater Milwaukee area. Although most survivors are seen immediately following an assault, they can be seen at any stage, even years after an assault takes place. Those with special needs are accommodated, including children, aging persons, and those with mental health issues, cognitive, sensory or physical disabilities.

- **Aurora's Safe Mom Safe Baby** (SMSB) program is a community partnership specifically focused on addressing the needs of pregnant women and mothers of newborns experiencing domestic violence. SMSB combines nurse case-management, prenatal and perinatal care, along with advocacy services to meet the needs of more than 180 women annually. During 2016, a total of 144 women were served, with 28 needing intensive support; of them, 131 women developed improved safety behaviors.
- **The Healing Center** was established in 2001 to offer adult survivors of sexual violence and their loved ones opportunities to heal through support and advocacy. Special emphasis is placed on reaching underserved and uninsured survivors. Its goals are to reduce barriers to healing, offer a variety of free support and healing services that utilize survivors' creativity and strength, and create a safe place where survivors can openly express themselves and not feel isolated or alone. The additions of a full-time Spanish-speaking counselor, as well as a male counselor, and the inclusion of specially trained therapy dogs and their trainers in some group sessions, have greatly enhanced these services.
- **Milwaukee Sexual Assault Review** (MSAR) is a team comprised of professionals from law enforcement, state and local criminal justice agencies, health care and community service organizations who meet regularly to exchange information regarding sexual assault. In 2016, MSAR advanced 34 recommendations. To date, MSAR has advanced 60 recommendations, 28 of which were completed by the end of 2016.
- **New in 2016:** In September, Aurora received a \$714,621 supplemental *Victims Of Crime Act* grant from the Wisconsin Department of Justice to build a paid advocate program and expand capacity for the hotline and advocacy services. The new structure will integrate Aurora's abuse response programs and SATC to provide a seamless continuum of care and support for victims.

Population Health: Highlights

Expanding Access to Behavioral Health Services and Programs

We continually push to expand and extend our ability to provide access points to people in the communities we serve. The progress we made in 2016 includes:

- **Aurora Psychiatric Hospital campus.** We are making excellent progress on our \$35 million investment in infrastructure improvements and clinical expansion to address the growing demand for mental health care to serve the greater Milwaukee area and beyond.
- **New outpatient mental health and substance-abuse therapy access points.** Our investment in mental and behavioral health also includes three new hospital-based outpatient centers in eastern Wisconsin, including Northshore (Milwaukee County), Sheboygan and Muskego.
- **Health psychology residency program at Aurora Sinai Medical Center** (addressing the shortage of professional staff to match the demand.) Three residents were matched for the 2015-2016 training year. One was hired full time and started in September of 2016. We matched four additional residents for the 2016-2017 training year.
- **Maternal Addiction Recovery Center (MARC) at Aurora Sinai Medical Center.** This innovative program provides multiple modalities and care for pregnant women who are addicted to opioids (heroin or prescription opioids). Healthier outcomes are anticipated for the baby with the mother's increased engagement in therapy and prenatal care, to reduce the effects of neonatal abstinence syndrome (NAS) and the time the baby needs to stay in the neonatal intensive care unit.
- **Lighthouse on Dewey** (on the campus of Aurora Psychiatric Hospital) was utilized by 116 support groups for an average of 41 hours per week during 2016. Additionally, 33 not-for-profit groups utilized Lighthouse on Dewey for community education and outreach.

Aurora Better Together Fund

This one-time \$10M fund in 2015 was extended in 2016 to provide another \$4M in grants to support 53 nonprofit organizations across eastern



Wisconsin that provide access to outpatient mental and behavioral health care or respond to acts of sexual assault and domestic violence – extending the continuum of care in community based settings. An additional \$1M in-kind donation of our building on South 27th Street to Sixteenth Street Community Health Center will house Behavioral Health Services in 2017. Please visit www.aurora.org/better-together to learn more.

Aurora Senior Resource and High-Risk Transitions in Care Nurses (HRTC)

deliver innovative services to assist hospitals and physicians in meeting the needs of their vulnerable aging patients with chronic and/or complex medical issues. Senior Resource Nurses work with patients seen in our clinics and also respond to referrals from the community. They provide welcomed support and training to those who care for aging family members at home. These NICHE-certified¹ registered nurses operate in three of our rural service areas (Kenosha, Walworth and Central Racine Counties). In 2016, they responded to 6,835 referrals for vulnerable seniors and their families. HRTC nurses care for adult patients in our hospitals at Aurora Sinai, Aurora St. Luke's, Aurora St. Luke's South Shore, and Aurora West Allis Medical Centers. In 2016, these nurses served 1,716 vulnerable seniors at high risk for recurrent cycles of hospital re-admissions. In addition, during 2016 the Transitions in Care Community Paramedics program in West Allis provided follow-up care for 67 discharged elderly patients who did not qualify for other support services.

Addressing Social Determinants of Health

Aurora Walker's Point Community Clinic (AWPCC) is often approached to provide additional services within the community and always responds, including these developments in 2016:

1. The State of Wisconsin contracted with AWPCC to coordinate the required medical screening of newly arrived refugees to Milwaukee. AWPCC created a new Medicaid clinic model to provide screenings and serve as a medical home for refugees' families for the first year. In the second year, once refugees are established in their new homes, their healthcare services then transition to other Aurora providers. The majority of refugees arrive with skills and education that allow them to secure employment during their first year in the country.

¹Nurses Improving Care for Healthsystem Elders

2. The new Mexican Consulate in Milwaukee approached Aurora to provide a healthcare presence at its facility on Prospect Avenue. Based on AWPCC's strong and long-standing relationship with the Hispanic community in Milwaukee, the consulate agreed to pay the full cost for an AWPCC community health worker to provide services, including blood pressure, blood sugar, and mental health screenings.

Coverage to Care

During 2016, this social services intensive case-management program for high utilizers of the emergency department (ED) began as a joint initiative between Aurora Family Service and Aurora Sinai Medical Center and was later expanded to Aurora St. Luke's Medical Center. The program focuses on at-risk patients significantly impacted for social determinants who have had three or more ED visits in 30 days, five or more visits in 90 days, or 11 or more visits in 12 months. Most of these patients receive intensive case-management, navigation and self-advocacy coaching for about six months with the primary goal of establishing them with a medical home and with other community support providers. Results:

Aurora Sinai Medical Center: **130 patients**

- 39% decrease in ED visits (average 6 ED visits/patient)
- 51% decrease in cost
- 33% of patients had co-occurring behavioral health challenges

Aurora St. Luke's Medical Center: **64 patients**

- 68% decrease in ED visits (average 8 ED visits/patient)
- 80% decrease in cost
- 52% of patients had co-occurring behavioral health challenges

Program goals achieved

1. *Health care literacy* provided patients with the knowledge and tools necessary to manage their health care effectively.
2. *Health care advocacy* assisted patients in how to access the quality of health care services they deserve.
3. *Health care coordination* ensured high-risk patients received a comprehensive approach to care that leads to long-term health and stability.
4. *Health care homes* enabled patients to establish a meaningful relationship with a primary health care provider.

Hepatitis C

In 2016 our Hepatitis C program screened patients in our primary care and specialty clinics and diagnosed, managed, treated and tracked all patients who tested positive for the Hepatitis C virus (HCV). Through this effort within Aurora Health Care, we tested 38,550 individuals, resulting in 569 positive tests and 308 positive confirmatory tests. Of those, 301 individuals are now being treated. To further improve the health of the community, Aurora St. Luke's Medical Center developed community outreach partnerships with the AIDS Resource Center of Wisconsin and Sixteenth Street Community Health Center to conduct screenings for their patients.

Community Partnerships and Collaborations

The underpinning of effective community health is the development of strategic and meaningful collaborations that allow for sustainability and success. As a founding member of the Milwaukee Health Care Partnership, success has been achieved working side-by-side with the other health care systems, Federally Qualified Health Centers, free clinics, and government health agencies in Milwaukee to address coverage, access, care coordination, and community/population health. Case in point: the Emergency Department (ED) Care Coordination Program to decrease avoidable ED visits and connect high-risk individuals with primary care health homes and other health resources. Highlights and analysis:

- 15% increase in appointments made (5,332 compared to 4,632)
- 2016 FQHC show rate: 42%
- 2016 average days to appointment: 8.0, compared to 8.5 in 2015
- Current focus: identifying collective strategies for frequent ED utilizers

Research and Innovation

Researchers across Aurora Health Care 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 transform the health of populations. Beneficial patient-centered outcomes are the focus of medical research at Aurora. To learn more, visit: www.aurora.org/research.

Health Professions and Medical Education

Aurora Health Care has more than 300 teaching faculty committed to medical education within Aurora Health Care Medical Group and medical staff from Aurora's 15 hospitals, 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 2,000 medical student and advanced practice provider student rotations each year across our system. Students learn patient-centered care through curriculum including community-based health projects focused on prevention, improving care, and expanding access. Aurora BayCare Medical Center is one of three regional sites participating in the 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, and serve as a learning site for WARM's third- and fourth-year medical students. TRIUMPH (Training in Urban Medicine and Public Health) is dedicated to serving urban, medically underserved communities and integrates clinical, public health, leadership,

and personal skill development in the Milwaukee setting.

At the graduate level, Aurora maintains robust Accreditation Council for Graduate Medical Education-approved residency and fellowship programs with over 150 residents and fellows. In total, Aurora provides more than \$30 million annually to support residency and fellowship programs. Aurora's graduate medical education footprint has expanded and in 2017 will be starting a rural Family Medicine program in Elkhorn, WI, which will increase access to primary care services in their community as well.

As an accredited provider of continuing medical education, Aurora supports training for 5,500 physicians, advanced practice providers, and other health care professionals annually with almost 9,000 hours of direct instruction. The aim of these educational activities is to enable providers to maintain and continuously enhance their ability to deliver high-quality, cost effective care and improve patient outcomes, emphasizing inter-professional, team-based care. Our educational opportunities include live courses, online programs, performance improvement activities, and regularly scheduled series (grand rounds, case conferences).

Every gift can change a life.

Donate to a cause you care about today.

Aurora Partnership Campaign

During 2016, a total of **11,770 Aurora caregivers pledged \$4.03 million through 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

Aurora Health Care 2016 Community Benefit Report

Financial assistance (charity care) at cost*	\$47,477,000
Medicaid shortfall at cost*	\$335,431,000
Other means-tested programs at cost*	\$9,254,000
Subtotal	\$392,162,000
Community health improvement and education services, and community benefit operations	\$10,973,767
Health professions education	\$8,918,893
Subsidized health services	\$5,996,142
Research reportable as community benefit	\$969,979
Other cash and in-kind donations	\$5,287,543
Subtotal	\$32,146,324
Total 2016 Community Benefits	\$424,308,324

* 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 \$1,070,296,324.