



2017

Report to the Community

A message from Nick Turkal



Aurora Health Care is Wisconsin's largest private employer and not-for-profit health care organization. It is our firm belief that better health care leads to stronger communities, and we are committed to ensuring access to the highest quality health care for all people.

We base our community health work on comprehensive community health needs assessments that we've been conducting in every market we serve, every three years since 2003. Despite the constantly changing environment of health care financing, we continue to implement, measure, manage and report on our efforts to respond to the significant community health needs we identify.

As we continue to advance the delivery of the highest quality health care and access points - where and when people need them and at lower cost - our commitment to improving community health, here in eastern Wisconsin, continues uninterrupted.

We're here for you, and I am grateful to all of the Aurora team members who support this work.

Nick W. Turkal MD.

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

A message from Cristy Garcia-Thomas

Milwaukee ranks 9th among the nation's 100 largest metro areas in the percentage of its poor population living in extreme poverty (neighborhoods with poverty rates higher than 40 percent), so our special responsibility is to advance and strengthen the capacity and quality of access points to serve people who fall outside the mainstream of traditional health care coverage and services.

For this report we include a special focus on the work we do in the Greater Milwaukee area, where we operate one quaternary-care and three acute-care medical centers, one psychiatric hospital, ambulatory clinics, home based nursing services and our social service organization.

The health needs that each of these clinical teams is uniquely positioned to address enable us to provide a distinct combination of services within a concept we call "Well Community."

Our Well Community teams provide compassionate care for people who are vulnerable and would otherwise lack access to essential services. We also focus on disparities of all types to thread diversity and inclusion throughout the entire fabric of our integrated health care system and the initiatives we support in our communities. In this report you will learn about some of our strategic partnerships and community-building activities. Through these partnerships, we learn more about the diverse communities we serve and how to make a meaningful difference in the lives of people who want – and deserve – to live well.



A handwritten signature in black ink that reads "Cristy Garcia-Thomas".

Cristy Garcia-Thomas
Chief External Affairs Officer
Advocate Aurora Health

Our special responsibility

Aurora Walkers Point Community Clinic (AWPCC), located in the heart of Milwaukee's most diverse south-side community, is open 50 hours per week to provide care, free of charge, in a neighborhood with the highest percentage of uninsured people in the state. This includes bilingual urgent, primary, preventive and specialty health care; bilingual mental health services; Emergency Department (ED) and hospital referrals for uninsured persons. During 2017, a total of 6,621 patients were served through 17,231 patient visits provided at our Walker's Point clinic, the Salvation Army Clinic, and James Madison and South Division High Schools. In addition to primary and behavioral health care:

- 709 patients were referred to physician specialists through Aurora's *Specialty Access for Uninsured Program*.
- 357 individuals participated in the Well Woman program to receive breast cancer screenings, 102 received cervical cancer screenings, 583 women received breast cancer screening reminders, 433 were provided with low or no-cost breast cancer screening resources, and 972 women received breast cancer education.
- 414 individuals participated in the WISE Woman program for cardiovascular screening and treatment, including blood pressure, blood sugar, weight, and blood cholesterol.
- 73 individuals participated in the WISE Man program for cardiovascular, cancer, and mental health screening and treatment.
- 400 patients were served through 1,403 bilingual counseling appointments.
- Based on our referrals, 281 of our patients completed one or more visits to CORE/EI Centro for fitness and nutrition programming.
- 651 medical visits for 223 homeless persons were conducted at the nearby Salvation Army Clinic of Milwaukee.
- 743 adolescents and students received direct primary care through 2,847 student-patient visits at South Division High School with our bilingual nurse practitioner, and 92 percent returned to class.
- 1,547 patients were provided with social services to navigate the health care system and access safety-net resources, obtain legal documents, address domestic violence issues, and receive family counseling/family planning information.
- 52 patients received optometry care in collaboration with the Wisconsin Optometric Association.
- 429 patients received onsite diabetes retinal screenings.
- Community Health Workers provided 1,500 cancer screening reminder calls or conversations and 589 health coaching sessions.

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. Bread of Healing operates clinics at Cross Lutheran, Eastbrook and Florist Avenue Churches. Services are provided by a primary care physician and nurse, educators and a pharmacist.

Services include respiratory and physical therapy, optometry, rheumatology, medication, dental services, lab work and behavioral health counseling under the direction of psychologists and a psychiatrist. Alcohol and drug addiction groups are held weekly at Cross Lutheran. With 1,722 active patients in this medical home, services provided during 2017 included:

- 6,068 urgent and primary care visits.
- 868 counseling visits.
- 752 dental visits.
- 454 other specialty visits.
- 63 referrals to physician specialists through *Aurora's Specialty Access for Uninsured Program*.

Aurora Family Service (AFS) is Aurora's social service arm that applies a family wellness and stability model to address the social determinants of health impacting our patients and communities. 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 2017, AFS:

- Served 15,153 families.
- Provided 4,882 hours of counseling and 860 hours of mental health consults.
- Trained 31 family therapy post-graduate and graduate residents in its *Family Therapy Training Institute* (27 post-graduate students and 4 masters level in 2017).
- Conducted 5,165 home visits for at-risk infants and elders and their families in our Family Enrichment (1,303), Money Management (960) and My Choice Family Care (2,902) programs.
- Helped 1,180 persons participating in financial-wellness workshops.
- Assured 3,100 families would be together in their own homes to enjoy Thanksgiving Dinners with all the trimmings, through the *AFS Family-to-Family Thanksgiving* program.

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 combined membership of the congregations with whom they partner is more than 32,000, with most based in at-risk Milwaukee and Kenosha 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 and community partners. In 2017, Aurora Parish Nurses:

- Helped 4,564 clients in 12 faith communities with a total of 9,263 individual contacts.
- Led group sessions for 9,321 participants.
- Provided 5,175 health screenings.
- Referred 613 individuals to health care or community providers.

Aurora Healing and Advocacy Services (AHAS)

In 2017, Aurora expanded its abuse response service program, adding a new team of advocates in Milwaukee who accompany survivors of assault from the moment they present in the Emergency Department through their entire healing journey, and recruited 50 volunteers who staff our 24-hour Sexual Assault Hotline (414-219-5555). These additions also freed up our counselors to focus their skills on healing therapies. Our Forensic Nurse Examiners (FNEs) across nine Aurora hospitals responded to 1,529 cases of sexual assault, domestic violence, human trafficking, child abuse or other related sexually violent crimes, representing an 8% increase over 2016.

AHAS Services include:

- **The Healing Center at Sinai** (THCS), located within Aurora Sinai Medical Center, has provided forensic nursing coverage 24 hours a day, 7 days a week since 1986. Crisis

counseling and advocacy services were added in 1990. THCS serves Milwaukee County and the Greater Milwaukee area, providing a safe and caring environment for survivors of rape, incest, sexual abuse and sexual assault, and a 24-hour Sexual Assault Hotline provides information and navigation services regionally. Although most survivors are seen immediately following an assault, they can be seen at any stage, even years after an assault. Those with special needs are accommodated, including aging persons, and those with mental health issues, cognitive, sensory or physical disabilities.

- **The Healing Centers at Sojourner** (Sojourner Family Peace Center) and **Aurora West Allis Medical Center** are where FNEs, counselors, and advocates also provide services and medical care, responding to 683 people during 2017.
- Aurora's **Safe Mom Safe Baby** program (SMSB) 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, and advocacy services. During 2017, a total of 97 women were served, with 19 needing intensive support; of these, 73 women had improved safety behaviors. Additionally, a partnership with Mercy Housing St. Catherine's Residence (SCR),

Hope House (HH), and the Junior League of Milwaukee formed in 2017 now provides safe housing for victims of domestic violence who are transitioning through the SMSB program and who lack other housing support. The women and infants in this program reside at SCR for the first 18 months, receive nurse case management through SMSB, and are eligible for social navigation case management through AFS. They transition into stable, affordable housing as they are ready and continue to receive life-skills counseling and education to create resiliency and self-sufficiency to support themselves and their babies. During this time, SMSB continues to support them and provide navigation.

- **The Healing Center on Bruce Street** 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 and male counselor, and the inclusion of specially trained therapy dogs and their trainers in some group sessions, have greatly enhanced these services. A total of 4,634 individual and group counseling sessions were provided, serving 300 individuals in 2017, and community outreach activities reached an additional 557 individuals.
- **Milwaukee Sexual Assault Review** (MSAR) is a team comprised of professionals from law enforcement, state and local criminal justice agencies, health care representatives and community service providers who meet regularly to exchange information regarding sexual assault. In 2017, MSAR reviewed 24 cases and advanced 43 recommendations.



Highlights

Expanding access to behavioral health services and programs

Aurora Behavioral Health Services continually pushes to expand and extend its ability to provide access points to people in the communities we serve, with three inpatient locations, three hospital-based outpatient locations, 44 ambulatory (outpatient) clinic locations and approximately 200 professional staff. Programs and services include:

- Partial hospitalization program
- Intensive outpatient program
- Emergency detentions
- Opiate recovery program
- Eating disorders program
- Child & Adolescent day treatment

The progress we made in 2017 includes:

- **Aurora Psychiatric Hospital campus.** Further progress was made on our \$35 million investment in infrastructure improvements and clinical expansion to address the growing demand for addiction recovery care to serve the greater Milwaukee area and beyond. A new addiction-recovery Alumni House was opened in 2017 to provide a home-like transitional living facility to complete the continuum of care for patients who need to establish and maintain a sober lifestyle. The new facility expands accommodations from eight to twelve patient rooms and includes a spacious kitchen/great room, a large family/craft room and deck.
- **New outpatient mental health and substance-abuse therapy access points.** Our investment in mental and behavioral health 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.** To address the shortage of professional staff to meet the demand, four additional residents were matched 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 each mother's increased engagement in therapy and prenatal care, reducing the effects of neonatal abstinence syndrome (NAS) and the time the baby needs to stay in the neonatal intensive care unit. During 2017, 37 women were enrolled with a:
 - 93% show rate for Behavioral Health nurse appointments
 - 90% antepartum medication compliance rate
 - 97% postpartum medication compliance rate
 - 91% therapy show rate
 - 90% antepartum abstinence rate
 - 95% postpartum abstinence rate
- **Lighthouse on Dewey** (on the campus of Aurora Psychiatric Hospital) serves as a community resource that was utilized at no cost by 144 AODA support groups for an average of 49 hours per week during 2017. Additionally, 33 not-for-profit groups utilized Lighthouse on Dewey for community education and outreach.



Aurora Senior Resource and High-Risk Transitions in Care (HRTC) Nurses are NICHE-certified^[1] to deliver innovative services to assist physicians and hospitals 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 welcome

¹Nurses Improving Care for Healthsystem Elders

support and training to those who care for aging family members at home. These registered nurses operate in three of our rural service areas (Kenosha, Walworth, Central and Western Racine Counties). In 2017, they responded to 5,908 referrals for vulnerable seniors and their families.

HRTC nurses serve 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 2017, these nurses served 1,716 vulnerable seniors at high risk for recurrent cycles of hospital re-admissions. In addition, during 2017 the **Transitions in Care Community Paramedics** partnership program in West Allis provided follow-up care for 50 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 Aurora continued to respond in 2017:

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 refugee families for the first year. In the second year, once refugees are established in their new homes, their health care services then transition to other Aurora providers. In 2017, AWPCC served 183 individuals in this program.
2. Based on AWPCC's strong and long-standing relationship with the Hispanic community in Milwaukee, Aurora continued to provide community health workers (CHW) at Milwaukee's Mexican Consulate on Prospect Avenue during 2017. They conducted blood pressure, blood sugar and mental health screenings, made 1,500 cancer-screening reminder calls and conversations, and provided 589 health coaching sessions for health system navigation, connection to resources, health education, problem identification, cultural mediation and advocacy.

Coverage to Care

This Aurora Family Service intensive case-management initiative 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. In addition to case management, these patients receive navigation and self-advocacy coaching for about six months, with the primary goal of establishing them with a medical home and other community support providers. In 2017, 424 patients received services. A study of 311 ED high utilizers at Aurora Sinai and St. Luke's Medical Centers showed:

	<u>Total</u>	<u>Average Savings Per Patient</u>
Reduction in ED Charges	52%	\$32,215
Reduction in ED Visits	43%	5.8 ED visits

Program goals achieved

1. *Health care literacy* provided patients with the knowledge and tools 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 care provider.

Additionally, Aurora Family Service adopted this model to embed social service navigators in primary care clinics to provide assistance to cancer patients, families with babies in the NICU, and those encountering social and environmental barriers to accessing medical care appointments.

Hepatitis C

In 2017, 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 19,828 individuals, resulting in 481 positive tests and 238 positive confirmatory tests. Of those, 225 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-Building Activities

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 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 ED Care Coordination Program to decrease avoidable ED visits and connect high-risk individuals with primary care health homes and other health resources. Highlights for our Aurora hospitals in Milwaukee include:

MILWAUKEE HEALTH CARE
PARTNERSHIP

- **Appointments made:** 5,160.
- **The number of available adult appointments:** 5,711 (a 17% increase over 2016).
- **Show rate:** 45%.
- **Average days to appointment:** 8.5.
- **Urgent Care to primary care provider:** 545.
- **Current focus:** Exploring urgent care as a strategy and identifying collective strategies for frequent ED utilizers.

Aurora Better Together Fund (BTF)

A total of \$15 million in grants was awarded in 2015-2016 to support 53 nonprofit organizations across eastern Wisconsin that provide access to outpatient mental and behavioral health care in primary care settings or respond to acts of sexual assault and domestic violence. Each year since then, we underwrite and organize collaboration events to bring our fund-recipients together for a day of best-practice sharing to foster collaboration between providers and community-based agencies.



- On July 12, more than 120 BTF recipients and partners attended a luncheon that served as a platform for advancing the important work being done in the areas of sexual assault and domestic violence prevention and services.
- On September 13, Aurora hosted an event for behavioral health and primary care recipients, which included workshops on marketing, provider recruitment and shared resources. The event concluded with a panel discussion entitled "Partnerships to Advance Health Care."

Near West Side Partners (NWSP)

Aurora is in its fourth year of participating with the NWSP. The group was formed to help revitalize Milwaukee's Near West Side and involves five anchor institutions in its effort: Aurora, Harley-Davidson, Marquette University, MillerCoors, and Potawatomi Business Development Corporation. With more than a century each of being present in the neighborhood, the five anchors came together to impact safety, housing, commercial business in the neighborhood, and neighborhood branding. The organization's centerpiece initiative, Promoting Assets and Reducing Crime (PARC), is aiding NWSP in its revitalization efforts. NWSP is also a BTF recipient in the area of abuse response and prevention.

Weeks of Caring

Each year, Aurora caregivers participate in Aurora's quarterly Weeks of Caring, in which they give back to community partners through hands-on volunteer activities close to home. During 2017, they donated 254,434 hours to the communities we serve and answered the call of local and national not-for-profit agencies.

WisconsinEye

Aurora is the exclusive health care partner for WisconsinEye's documentary, "Straight Forward: The Truth About Addiction." The film premiered in September at Oconomowoc High School, viewed by nearly 1,500 students. Roughly 100 parents and community members viewed it that evening. The goal of WisconsinEye is to show this documentary to every middle and high school student in Wisconsin. Work in rolling out the documentary with accompanying class curriculum will continue in 2018.

CineLatino Milwaukee Film Festival with Marcus Theatres

More than 5,000 Hispanic and cultural movie goers and social media followers learned about Aurora St.

Luke's Medical Center's Spanish-speaking clinic, health care services, and career opportunities, when Aurora served as presenting sponsor at the Marcus Theatres' inaugural CineLatino Milwaukee Film Festival. The health focus of the event centered on health concerns in the Hispanic community, especially diabetes. Marcus Theatres donated 50 percent of the proceeds from the event to the Aurora Health Care Foundation to support health and education efforts within Hispanic communities.



Hidden Figures and STEM Career Panel Discussion with High School Students

As part of Black History Month, Aurora hosted more than 700 students from seven Milwaukee-area, West Bend and Hartford Union high schools who saw *Hidden Figures*, an award-winning movie about three brilliant African-American women who helped turn around NASA's space program in the 1960s. The movie was presented in Milwaukee and Menomonee Falls, and each showing included a panel of Aurora leaders - women serving in medical, nursing and administrative leadership roles - who spoke about their own STEM skills development and Aurora Health Care's career track at the students' schools.

Kenosha Unified School District 2017-2018 STEM Partnership

For the 2017-2018 school year, Aurora partnered with the Kenosha Unified School District to facilitate a STEM curriculum for high school students interested in the medical field. Led by Aurora Medical Center Chief Medical Officer Raul Zambrano, MD, the goal of this initiative is to increase outreach to students of color and LGBTQ communities to develop supportive relationships.

Baby Expo with Racine Kenosha Community Action Agency

For the second year, Aurora Medical Center Kenosha partnered with the Community Action Agency for *Baby Expo* to help combat high African-American infant mortality rates. Aurora caregivers, the Family Birth Center, and Aurora Clinic Service were on hand to provide information and answer questions about obstetric and pediatric services for more than 100 Expo attendees.

Summerfest with American Family Insurance

Aurora supported the Hispanic community and celebrated the diversity of music as the exclusive health partner for Milwaukee's Summerfest and as sponsor of Latin Music Day on July 9, 2017. Aurora engaged the more than 800,000 festival goers with an interactive Live Well wall and an interactive video.

Research and innovation

Researchers across Aurora 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: aurora.org/research.

Health Professions and Medical Education

Aurora 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 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 Milwaukee.

At the graduate level, Aurora maintains robust residency and fellowship programs approved by the Accreditation Council for Graduate Medical Education, 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 expanded in 2017 to start a rural Family Medicine program in Elkhorn, WI.

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, etc.).

Every gift can change a life.

Aurora Partnership Campaign

During 2017, a total of **11,770 Aurora caregivers pledged \$4,030,000 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 2017 Community Benefit Report

Financial assistance (charity care) at cost*	\$58,298,000
Medicaid shortfall at cost*	\$332,098,000
Other means-tested programs at cost*	\$12,205,000
Subtotal**	\$402,601,000
Community health improvement and education services, and community benefit operations	\$13,917,468
Health professions education	\$9,933,497
Subsidized health services	\$4,207,587
Research reportable as community benefit	\$1,451,656
Aurora Better Together Fund	\$4,000,000
Other cash and in-kind donations	\$5,257,326
Subtotal	\$38,767,534
Total 2017 Community Benefits	\$441,368,534

* 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, our hospital's total benefit to the community is \$1,187,853,534.