Aurora Health Care Annual Report 2004

Aurora Health Care

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ON THE COVER

When Katie Lepianka was born in 2002, she was 9 weeks premature. After a three-week stay in the neonatal intensive care unit at Aurora Sinai Medical Center, Katie was able to go home and thrive. Today she's a happy, healthy 3-year-old living in Waukesha with her parents and younger brother.

AURORA VISION STATEMENT

At Aurora Health Care, we're working every day to create a better health care system for a brighter future.

Aurora Health Care was created around a single idea:
There is a better way to provide health care.

We will be satisfied only when Aurora gives people better access, better service and better results than they can get anywhere else.

Working together, the people of Aurora will find a better way.
The health care field is changing rapidly — new diagnostic tools, new treatment options, new drugs, new research. It takes enormous energy just to keep up with all of the advances. And yet we need to do much more than just keep up.

The people of Aurora Health Care provide outstanding health care every day, but our obligation to the patients and communities we serve goes beyond what we do each day. We must figure out ways to improve the health care we will provide a year from now, five years from now, 20 years from now. Working diligently today to meet the challenges of the future — we regard this as central to our not-for-profit mission.

Anticipating tomorrow’s challenges means:

- Reimagining the way care is delivered to make the process more efficient and less costly. Working with employers, insurers, government leaders and others, we simply must find better ways to tame the spiraling cost of care.
- Continually improving the quality of the care we deliver, identifying and embracing best practices in all that we do. In this regard, our organization’s progress in care management is a great source of pride for me.
- Finding ways to enhance access to care, ensuring that even small, rural communities have primary care physicians nearby, and that the urban poor have options. Improving access also means developing new models of care delivery like Aurora Quick Care, which provides fast, convenient and affordable diagnostic services and treatment for common illnesses.
- Investing in technologies that promise great benefits in the future. One example is our comprehensive electronic medical record system. We started building our system in 1995, years before the many benefits of this technology were widely understood. Today our system holds records on 3.6 million patients, ensuring that caregivers have all of the information they need to make the best possible decisions.

When it comes to meeting health care’s future challenges, our commitment is to step forward and lead.

G. Edwin Howe
Aurora is an early adopter of new technologies and treatment options that improve outcomes and lower costs. The goal is a future where care delivery is more efficient and more effective.

progress
Connecting with your doctor in a whole new way

Much can be achieved in health care by simply improving communication. My Aurora is one such effort, and it has proved enormously popular. A secure, password-protected feature of Aurora's web site, My Aurora allows patients to interact with their doctors and clinics. You can ask your physician a question, schedule an appointment, renew a prescription and perform other routine tasks — all online and all on your own time. My Aurora now has 19,450 registered users. Web-based tools like this one are helping shape the future of health care.

Home is where the heart care is

Can a little home-based technology improve heart care? That's the question posed in a three-year study being undertaken by the Aurora Visiting Nurse Association. Two hundred congestive heart failure patients have received home computers to track their weight, diet, medications, vital signs and symptoms. VNA nurses monitor their progress during home visits. The goals: improved health and fewer hospital admissions.
As we chart a brighter future in health care, we must find ways to tear down the barriers that prevent people from accessing the care they need. Aurora is meeting this challenge. From free clinics in urban neighborhoods to primary care physicians in rural communities, the people of Aurora are finding new ways to ease access to critical services.

access

Winneconne
POPULATION 2,401

The central Wisconsin community of Winneconne recently welcomed married family practice physicians Scott and Kristin Broughter and a new Aurora clinic.

More options in more places

Urban areas offer many options for primary care. That's not the case in many smaller towns. Meeting basic health needs close to home is the idea behind Aurora's new primary care clinics in rural communities like Winneconne, Wautoma, East Troy, Dousman and Pulaski.

Wautoma
POPULATION 2,115

East Troy
POPULATION 4,046

Pulaski
POPULATION 3,382

The staff at the new Pulaski clinic includes nurse practitioner Patricia Darling Miller (center), nurse Lori Miller (right) and Sandy Mental.
A helping hand for those in need

Aurora's Walker's Point Clinic in Milwaukee offers free care to people who lack health insurance and helps them gain access to primary care. By having continual care, patients can avoid costly complications from diabetes and other illnesses.

End-of-life care

Aurora is a leader in providing end-of-life care. Much of that care is provided in patients' homes, but for some patients home care is not an option. The new Aurora VNA Zilber Family Hospice in Wauwatosa has increased access to high-quality residential hospice care in the Milwaukee area. Compassionate care is combined with large patient rooms that allow family members to stay with a loved one in a home-like environment.

It's still about hope

When you discover you have cancer, you don't want just any physician. You want an MVP. That's how Beth Rumpel describes her oncologist, Rossanna Madamba, M.D., of the Vince Lombardi Cancer Clinic in Elkhorn. Rumpel, who has been diagnosed with breast and brain cancer, said, "Nobody wishes they would get cancer, but I feel lucky to have this all-star team of family, friends and physicians to keep me going. And to have great care only 20 minutes from my farm is a bonus."
Cost control is essential. It's that simple. The quality of our health care system years from now will depend in no small part on how well we meet the challenges of rising costs. While much work remains to be done, the people of Aurora are making excellent progress.

controlling costs

When it comes to cost savings in health care, some of the best solutions often are found in the ordinary. Take hand soap. There are 13,986 soap dispensers within Aurora hospitals, clinics and other facilities. By switching to a single brand of foam soap, Aurora slashed costs by nearly one-third, saving $30,698 a year.

Aurora's purchasing and information technology departments collaborated to develop a web-based purchasing tool complete with pull-down menus and shopping carts. Aurora managers simply click on the supplies they need. The system reduces paperwork, saves time, lowers costs and ensures accuracy in the distribution process.

Smart purchases

Orthopedic implants are very expensive, making them a natural target for a cost-saving initiative. A team of Aurora physicians, nurses, administrators and purchasing professionals has found a way to reduce implant costs by a projected $7 million a year without sacrificing quality. In 2004, various Aurora cost reduction teams achieved savings totaling $16.9 million, with much of that coming from smart purchasing.
Trimming waists — and costs

To help keep employees fit and control health costs, Actuant Corporation of Glendale contracts with Aurora for a fitness coordinator at Actuant’s own fitness center.

“We are concerned about the rising costs of health care and the increasing number of overweight Americans,” said Bob Arzbaecher, Actuant’s president and CEO. “Having a fitness center helps our employees work to their potential, mentally and physically.”

Fitness coordinator Angie Hintz helps Actuant employees access other health care experts who provide health-risk assessments, massage therapy and other services.

Actuant is now looking to Aurora to help develop a walking program for its employees at all of the company’s sites in the United States and Canada.

Partners in success

One promising path to cost control lies in partnerships between employers and health care providers. An example can be found in Hartford, where Broan-NuTone LLC is encouraging its eligible employees to use an Aurora clinic where a care provider is assigned specifically to them. The clinic-within-a-clinic concept allows Broan-NuTone and Aurora to work together closely to improve the health of Broan-NuTone’s workforce and reduce employee health costs.

Shoo the flu & Pneumonia Too!

Every year Aurora caregivers tackle the high cost of the flu. During the 2004 season, Aurora provided more than 170,000 influenza vaccinations at hospitals and clinics and through the Aurora Visiting Nurse Association’s Shoo the Flu & Pneumonia Too! public flu clinics. According to the Annals of Internal Medicine and Occupational Health, influenza results in an average of 2.8 lost work days per illness, or $398 in lost wages. During epidemic years, the flu costs U.S. companies $764 million in lost productivity. Nationally it is estimated that one death is prevented for every 250 flu shots given to people at high risk of complications from the flu.
The United States has an outstanding health care system, and yet much more needs to be done to improve the quality of care. We must seek a future where all patients benefit from best practices, and community health improves through prevention, early detection and disease management. For Aurora Health Care, the continual pursuit of quality improvement engages all of our more than 24,000 employees. A few of them are shown below.

### Quality

**Fran Finley**
Hospital administrator

**Frank Grad**
Information Services

**Judith Gregor, R.N.**
Aurora VNA

**Ann Kissow**
audiologist

**Robin Monson-Dupuis**
behavioral health therapist

**Dessie Levy, R.N.**
outpatient services manager

**Reynaldo Pallines Jr., M.D.**
Internal medicine, rheumatology

**Terrie Garcia, R.N.**
Community educator

**Larry Buhner**
food production

**Mark Knabel, M.D.**
Dermatologist

**Lillie Chaney, R.Ph.**
Pharmacist

**Indira Andhole, M.D.**
Pediatrician

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### Chronic Disease Management

- Congestive heart failure
- Diabetes
- Depression

### Episodic/Acute Care

- Heart attack
- Pneumonia
- Stroke

### Preventive Health & Wellness

- Cancer screenings
- Smoking cessation
- Flu vaccinations

Much of our work in quality improvement is embedded in Aurora's care management philosophy of improving patient care by managing disease and promoting prevention and early detection. The goal of care management is to keep you healthy and out of the hospital. If you do require hospitalization, you can be sure that the care you receive is safe and of the highest quality.

We measure our success through specific initiatives that focus primarily on three categories: prevention, chronic illness and episodic/acute care.
Aurora's 26 care management initiatives are designed to improve the quality of care and enhance the lives of patients. Among our initiatives:

**safety**
- The Institute of Medicine estimates that tens of thousands of Americans die each year because of medical errors. Care management creates a culture of safety, effectiveness and efficiency. The Institute for Safe Medications Practices has recognized Aurora for its patient safety efforts.

**cholesterol**
- Aurora is setting the standard for controlling cholesterol in coronary artery disease. Research has shown that decreasing the bad cholesterol level in patients with known coronary artery disease results in a significant reduction in mortality and reduces the recurrence of major coronary problems.

**asthma**
- Fifteen million Americans suffer from asthma — about 8.7% of children and 6.9% of adults. Aurora's asthma efforts are having an impact. In a group of 2,000 Aurora patients, emergency department visits dropped by 44% and hospitalizations decreased more than 20%.

**smoking**
- Tobacco is the single greatest cause of preventable death in America today, and that’s why smoking cessation is among Aurora’s care management initiatives. Nearly 25% of adult Americans smoke, and 3,000 children and adolescents become regular users of tobacco every day.

**prevention**
- Aurora physicians emphasize the importance of prevention and screenings. For example, it’s estimated that 90% of colorectal cancers are curable when detected early. More than 33% of deaths from colorectal cancer could be avoided if people over 50 had regular screening tests.

**advance directives**
- The advance directive, a tool for communicating end-of-life decisions, provides individuals with a mechanism to specify their choices should they become unable to make their own decisions. Yet fewer than 20% of adults have completed an advance directive. Inpatient hospitalization costs at the end of life have been shown to be three times more for patients who lack an advance directive.

How Aurora measures up
It's easy to talk about quality, but how is it measured? At Aurora, we're measuring it in more than 100 ways, and we're comparing our performance against national benchmarks.

Aurora is one of only two Wisconsin health systems participating in a federal pilot program that will base Medicare reimbursements in part on quality performance. Aurora also is an enthusiastic supporter of CheckPoint, an effort by the Wisconsin Hospital Association to share information about the quality and safety of health care services. As a member of The Leapfrog Group, an organization promoting safety improvements in health care, Aurora is comparing itself with providers across the country.

Improving the quality of care improves outcomes and lowers costs. Our patients deserve and expect the best care.
Aurora brings together clinics, hospitals, home care, family services, pharmacies and other services, coordinating care across a broad spectrum of needs.

You may require a variety of health care services during the course of a single illness or injury. And over your lifetime you likely will have many different needs, from simple to complex. Aurora patients benefit from the expertise of health care professionals from many disciplines, working together to guide their care —
2004 Statistical Overview

Care Management Impact
Aurora Health Care is a national leader in developing and implementing best practices in clinical improvement and disease management. In 2004, Aurora analyzed the effect of 26 specific initiatives involving more than 600 Aurora physicians and documented the following impact:

- Lives benefited: 781,510
- Deaths prevented: 1,170

Medical expense savings for patients, Employers and Other Payers

- Influenza vaccination for high-risk patients: $12.4 million
- Cholesterol management for coronary artery disease patients: $4.3 million
- Antibiotic treatment for pneumonia patients: $4.9 million
- Other: $800,000

Unreimbursed Care

- Charity care: $69,702,000
- Other uncompensated care: $76,105,000
- Medicare shortfall: 1,261,842,000
- Medicaid shortfall: 413,326,000
- Other government shortfall: 8,619,000

Total medical expense savings for the communities Aurora serves: $22,4 million

Charity Care
Aurora provides a large amount of charity care for people who are uninsured or are otherwise unable to pay for the care they need. In 2004, Aurora provided a total of $69.7 million in charity care.

Unreimbursed Care

Community Outreach
Every year, Aurora provides without charge a variety of services in communities throughout eastern Wisconsin. The total value of these services in 2004 was $22.4 million.

- Health education and outreach: $1,852,920
- Transportation and other services: 1,629,311
- In-kind donations and sponsorships: 1,396,018
- Counseling: 1,229,438
- Free clinics: 5,243,075
- Health screenings and immunizations: 998,748
- Parish nursing: 1,043,421
- Patient education and support groups: 980,019

Total: $22,372,460

Service Statistics

- Inpatient discharges: 98,249
- Inpatient days: 436,442
- Length of stay (days): 4.34
- Births: 11,058
- Surgical procedures: 79,533
- Ambulatory care visits: 2,498,356
- Emergency care visits: 238,128
- Hospital outpatient visits: 1,071,387
- Home care nursing visits: 366,272
- Family service visits: 65,353
- Hospice benefit days: 60,990
- Home-delivered meals: 404,580
- Retail pharmacy prescriptions: 5,512,981
- Web site visits: 2,968,968

Total: $2,649,434,000

Financial Summary
Aurora's total net services revenue grew from $2.575 billion in 2003 to $2.649 billion in 2004. Revenue from inpatient services rose 3.8% while revenue from outpatient hospital visits and visits to clinics rose 8.8%.

Aurora is Not for Profit
Aurora Health Care is a not-for-profit charitable organization. All revenues in excess of expenses are reinvested in improving health care services.

Sources of Funds

- Inpatient services: $567,437,857
- Outpatient and ambulatory services: 1,231,263,143
- Other services: 414,383,000
- Total net services revenue*: 2,613,084,000
- Other sources: 36,350,000

Total: $2,649,434,000

Uses of Funds

- Salaries, fees and fringe benefits: $1,364,794,000
- Supplies: 610,055,000
- Net building, equipment and working capital: 34,230,000
- Maintenance, rental, insurance, utilities and other business expenses: 514,677,000
- Other payments: 98,678,000

Total: $2,649,434,000

*Total net service revenue is net after subtraction of charity care, other uncompensated care, and Medicare, Medicaid and other government shortfalls. Unreimbursed care provided by Aurora totaled $1.8 billion in 2004.

The People of Aurora Health Care

- Total employees: 24,379
- Registered nurses: 4,566
- Physicians on staff: 681
- Employed physicians: 126
- Residents and fellows: 3,343
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