Advocate Aurora Health Institutional Repository

Aurora Health Care Books, Documents, and Pamphlets

December 2020

Aurora Health Care Annual Report 2005

Aurora Health Care

Follow this and additional works at: https://institutionalrepository.aah.org/ahc_books

This Document is brought to you for free and open access by the Aurora Health Care at Advocate Aurora Health Institutional Repository. It has been accepted for inclusion in Aurora Health Care Books, Documents, and Pamphlets by an authorized administrator of Advocate Aurora Health Institutional Repository. For more information, please contact AAH-Library@aah.org.
strong partners | healthy communities
Aurora Health Care works with community partners to bring health and wellness initiatives to the people we serve throughout eastern Wisconsin. These partnerships help build healthier, safer and stronger communities.

Aurora parish nurse Lisa Neal reflects this community commitment through her work at Holy Redeemer Institutional Church of God in Christ on Milwaukee’s north side. She is shown with church member and patient Martha Holland-Williams.

At Aurora Health Care, we’ve created strong partnerships that enhance the lives of our patients and contribute to the vitality of the communities we serve.
OUR VISION:

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.
Q Where do you think Aurora will be 10 years from now?

A: We have a growing national reputation today. Ten years from now Aurora will have emerged as a national leader among health care providers. People will travel to Wisconsin from all over the country to learn how we pursue clinical quality improvement and how we closely integrate our services and design care entirely around the patient.

Q These days everyone is talking about improving the quality of care. Is there a magic formula for improving quality?

A: There's no magic. It requires discipline, commitment, intense focus, creativity. It requires resources. It requires first-class information systems. We're making sure our people have the tools they need, including training in Six Sigma, Lean and other quality methodologies. And we're benchmarking our results against the best in the country.

Q As you prepare to retire, what's on your list of unfinished business?

A: Actually, it's a long list. Health care today is fragmented and complex. Our people are working to better coordinate care and make health care simpler and easier to use. We've come a long way, but there is much more we need to do. We've made a commitment to it throughout our organization, so I know it will get done.

Q Many argue that the U.S. health care system is in crisis. Do you agree?

A: The quality of the care available in the United States is the best in the world. That's not the problem. The problem lies in finding a way to ensure that we can afford the high level of care we all want, and making sure everyone has access to care.

Q The cost of health care continues to rise rapidly. What can be done?

A: Health care costs too much. That much is clear. It's a terribly complex problem, and solutions are elusive. I'll mention just one thing that health care providers can do, and that is to improve the quality of care. Better quality care simply costs less. And one way to improve quality is to become a rapid adopter of the newest medical advances. The new things we learn in medicine typically take years to make their way into common practice. That must change.
Q There is a lot of talk today about growing consumerism in health care. Is that the cure for what ails the industry?

A: It’s part of the cure. We all need to become wiser consumers of health care. Providers are making quality and price information more available, so that will help consumers make more informed choices. But there must be individual cost consequences, or the market will not work. Still, the challenges we face run deeper than this, and solutions will require a lot of cooperation among providers, insurers, employers, government and others.

Q Can the government fix what’s broken?

A: Government certainly has a role to play, but we all need to be skeptical of proposals that would move us toward a government-run health care system. We need solutions to spring from a vibrant open marketplace. That’s what drives innovation in health care.

Q What is Aurora’s greatest strength?

A: That’s easy. Our greatest strength is that we’re never satisfied. We’re always striving to find a better way to do things – to find the next best answer. It’s part of the culture of this organization.

Q You are viewed as the visionary founder of the Aurora organization. What was your single most important contribution to Aurora’s success?

A: “Visionary founder” overstates my role. All I did was gather together a group of smart and committed people and encourage them to do the right thing for our patients. If we do that, everything else falls into place.

“Our greatest strength is that we’re never satisfied. We’re always striving to find a better way to do things – to find the next best answer. It’s part of the culture of this organization.”

— Ed Howe
Thirty-four Aurora parish nurses work in 55 faith communities throughout southeast Wisconsin, providing medical and spiritual comfort as well as health education and counseling for the family and the patient. In 2005, Aurora parish nurses served 13,039 individual clients who needed outreach services, and provided health education and screenings to an additional 35,091.

"The challenges of our community cannot be addressed by a single organization. We are blessed to have a number of partnerships and relationships that work together to find solutions to the needs of our neighborhoods. Aurora works collaboratively with us to encourage and support ministries of health and healing.

Our longtime parish nurse, Lisa Neal, holistically focuses on the promotion of health within the context of the values, beliefs and practices of our faith.

It’s a partnership that helps to keep our members well and our faith strong."

Bishop Sedgwick Daniels,
Holy Redeemer Institutional Church of God in Christ, Milwaukee
The Sexual Assault Treatment Center at Aurora Sinai Medical Center is the second-busiest program of its kind nationwide, serving victims throughout southeastern Wisconsin. The center’s nurse examiners often are the first point of contact for a victim. The center supports more than 700 children and adults each year. In 2005, its staff responded to more than 4,000 crisis calls, and presented sexual assault prevention education to the community, including more than 1,700 junior high and senior high students. Assisting law enforcement in sexual assault cases also is a key role for staff.

People are at their most vulnerable point after an assault. The nurses and crisis counseling staff at the Sexual Assault Treatment Center offer compassion and empathy that helps victims through a very difficult period — including reliving their experience in a public courtroom.

Aurora’s commitment to the center ensures we have the vital resources that are essential to our work. We value the nurse examiners for their skillfulness in collecting DNA and physical evidence as well as their expertise in the courtroom. The nurses and crisis counseling staff offer the credibility that is important in a successful prosecution.

We’re so fortunate to have Aurora as a resource in the courtroom. But more important, Aurora is providing a vital service that helps victims to rebuild their lives.

Jane F. Foley, Sensitive Crimes Victim Services, Milwaukee County District Attorney’s Office

Sexual Assault Treatment Center – Aurora Abuse Response Services

Above and Beyond Award

Aurora Health Care was among 14 Wisconsin organizations that received the Above and Beyond Award for their support of employees serving in the Reserve components of the nation’s military.

Aurora and the other employers that were recognized represent organizations that look at more than the bottom line.

There is a tremendous amount of stress for troops serving overseas. Aurora and the other employers we recognized are easing that stress by continuing to support the family members who remain at home while their loved one is serving our country.

It’s the hallmark of an organization that values both customers and employees.

Mike Smith, Executive Director, Wisconsin Branch, National Committee for Employer Support of the Guard and Reserve
Milwaukee County Assistant District Attorney Paul Tiflin frequently has Helen J. Kelly, BSN, of the Aurora Sexual Assault Treatment Center, provide expert testimony in court.
NEW Community Clinic

NEW Community Clinic provides health care for those in need at a number of sites in the Green Bay area. This includes a pediatric clinic in Green Bay's Nicolet School, where Yolo Diaz, M.D., an Aurora pediatrician, provides care.

It's been a great collaboration among the Green Bay School District, which provides the space; our clinic, which provides the medical assistant; and Aurora, which provides Dr. Diaz. The clinic is a lifeline for children whose families don't have the resources to pay for health services. Without the clinic,
parents may be forced to delay care until the child faces significant health issues that could have been prevented with a simple clinic visit.

I can’t say enough about Aurora’s value to this community. Their commitment to providing Dr. Diaz, a bilingual physician, ensures a better quality of life for a group of children whose families face tremendous economic challenges.

Bonnie Kuhre, NBW Community Clinic Director, Green Bay
Police work is dangerous and difficult. Facing an agitated suspect with mental health or addiction issues makes it even more dangerous. Milwaukee police officers teamed up with the National Alliance on Mental Illness and Aurora behavioral health experts to learn how to defuse such situations in the Crisis Intervention Team program. Seventy-eight Milwaukee police officers have been trained, and more classes are planned.

"In the past, officers had minimal training in these situations. Without the crisis intervention training, officers often found themselves in a position that quickly escalated into violence. Today, we’re better prepared. We’ve been able to defuse potentially volatile encounters. Everyone is on a tight budget, and for us to be able to get this caliber of training at little or no cost is a tremendous benefit. Aurora has been a great partner. They’ve helped us to be a better department. We share the same goal – to serve our community the best way that we can."

INROADS

Each year, Aurora provides internships for more than 30 minority college students in the INROADS program, making Aurora the largest participant among Wisconsin employers. Aurora hires 80% of the graduating seniors in the program.

"Helping people is a passion for me. My time at Aurora St. Luke’s has helped me to better understand physical therapy and see the job from the inside out. I’ve discovered this is definitely what I want to do, and Milwaukee is where I want to be after graduation."
Employee Home Ownership Program

Owning a home is a dream for many families, but down payments, closing costs and paperwork can make this dream unachievable. In 2005, Select Milwaukee helped 178 individuals buy a home. Included were 23 Aurora employees who became homeowners through the Aurora Employee Home Ownership Program.

I'd always hoped to live the American dream of owning a home. But it just seemed to be out of reach. The home ownership program helped me to finally realize my goal. Aurora helped me secure the financial resources and get through the complex process so that today I'm able to live in my own home, close to work. Thanks to Aurora, I can say that dreams can become a reality.

Esmeralda Santana, Milwaukee homeowner
Waukesha Academy of Health Professions

Aurora Health Care and other Waukesha County health providers helped establish a charter school in Waukesha South High School for students interested in medical professions. The academy started with 49 students in 2004 and has since doubled its enrollment.

"Waukesha South is extremely proud to be the home of such a progressive charter school. Educators from afar have visited us to see if they might be able to replicate the program at their schools.

When you try to build something as focused as the academy, you need to reach out beyond the walls of your school. Aurora is among the community partners who willingly connected with us.

Aurora Health Care and its Wilkinson Clinic not only provided equipment, they were instrumental in shaping the curriculum."
They gave students the opportunity to shadow health professionals to not only see how health care works but also to get a better sense of which area they'd like to pursue.

Aurora and our other partners are helping us to expose more students to health careers at earlier ages, and giving them some of the skills they need to land jobs as soon as they graduate.

The expectation for the program is being driven by a need to produce health care workers who will serve the patients of tomorrow. Aurora is making it possible for us to meet that expectation."

Mark Hansen, Principal,
Waukesha South High School

Carmen Gutierrez
Marcus Turner
Randy Tetrick and his daughter Tiffany.
Career Clusters

Career Clusters, a joint venture between Aurora Sheboygan Memorial Medical Center and Sheboygan Falls High School, gives students a behind-the-scenes look at health care by allowing them to work at the hospital for school credit. Participants are at-risk students and those with disabilities.

"Career Clusters has given me a great start and real-life experiences that I thought would never have been available to me. After working at Aurora as a part-time certified nursing assistant, I landed a full-time job at a care center. My next step is Lakeshore Technical College. I always wanted to be a nurse, and now I’m on my way, thanks to my experience at Aurora and Career Clusters."

Sarah Adkins, Sheboygan Falls

Defibrillator Program

When the Hartford Lions Club helped the city’s police department buy defibrillators, Aurora Medical Center in Hartford provided the initial training for officers.

The training was put to good use when Randy Tetrick suffered a heart attack while driving to church with his daughter. Hartford Police Sgt. Rod Lehl used a defibrillator to help revive Tetrick.

"We’re always first on the scene, and it’s crucial to have defibrillators – as well as the confidence to use them. We have saved nine lives as a department since Aurora started working with us on how to use the defibrillators. Aurora is always ready to help us meet the needs of the community. Helping to train our officers was vital. It helped me to save Mr. Tetrick’s life, and it demonstrates the impact a strong partner like Aurora can have in a community."

Sgt. Rod Lehl, Hartford Police Department

Sixteenth Street Community Health Center

"The health needs of our community far outweigh the available resources that we have as a community health clinic. We’re experiencing growing numbers of people who don’t have insurance or have little coverage, and rely on our clinic for basic health care services. Aurora assisted us in securing another clinic facility on Milwaukee’s south side. We’re now able to meet the needs of greater numbers of residents who otherwise would end up in more costly hospital emergency rooms.

Aurora’s longstanding support of our efforts better enables Sixteenth Street to care for more babies, children, families and individuals. We’re improving lives by helping people to stay healthier."

John Bartkowski, CEO, Sixteenth Street Community Health Center, Milwaukee.
S.E.T. Ministry

S.E.T. Ministry provides case management and health education in 14 high-rise buildings owned and operated by the Milwaukee Housing Authority. The residents are primarily low- to moderate-income elderly and disabled adults. In 2005, the Aurora Visiting Nurse Association conducted 11 flu clinics and provided 459 immunizations at these high-rises.

"We're so thankful for the Aurora VNA nurses who come here to immunize our residents. Many of them are vulnerable to the deadly complications associated with the flu.

In so many cases, it's a real challenge for our residents to get around the city. If we did not bring the clinics to the apartment buildings, there's a good chance that residents would not get their annual flu shot.

There is no way we would be able to get as many people vaccinated without the Aurora VNA."
Community Health Assessments

Aurora has worked with 36 communities in eastern Wisconsin to conduct health surveys. The extensive measurement of the state of residents' health and lifestyles helps identify the most critical local health issues.

"We've utilized the survey results to focus on physical activity, nutrition, teen pregnancy prevention, substance abuse, injury prevention, tobacco use and access to dental care."

The survey helps us to focus limited health resources in areas that can have the greatest impact on our residents. Aurora is an important partner in our efforts to improve the health and well-being of our residents because we do not have the resources to conduct these health surveys on our own.

Aurora is helping us to tackle local health needs that can truly make a difference in the quality of life for people of all ages in Manitowoc County.

The survey helps us to focus limited health resources in areas that can have the greatest impact on our residents. Aurora is an important partner in our efforts to improve the health and well-being of our residents because we do not have the resources to conduct these health surveys on our own.

Aurora is helping us to tackle local health needs that can truly make a difference in the quality of life for people of all ages in Manitowoc County.

The Living Healthy Community Clinic

The Living Healthy Community Clinic provides health care to uninsured residents of Winnebago County. It is a community collaboration among Aurora Health Care, the University of Wisconsin-Oshkosh College of Nursing, other health care providers and local agencies in the county. In 2005, the clinic served nearly 650 uninsured individuals and had 3,621 patient visits, providing just over 3,900 prescriptions. Local health systems provide lab services on a rotating basis.

"We're unique because we provide all lab services, basic diagnostic testing and medications to help uninsured people receive a more complete level of care. We could not exist without help from Aurora and others in our community. All the major health care systems come to the table to provide support to people who, without the clinic, would have few options available to them. Aurora and our other partners have demonstrated how competing health systems can work together to meet a critical community need in a way that is helping people to better health and helping to positively impact the costs of that care.

The clinic also offers students from the College of Nursing unique experiences that are not available in a classroom setting. It is experience that better prepares them for their clinic and hospital work after graduation.”

Leona Whitman, MPA, UW Oshkosh School of Nursing and clinic director
Aurora School-based Health Centers

Aurora Health Care provides nurse practitioners, registered nurses, medical assistants and community health workers to 15 schools in the Milwaukee area, most of them Milwaukee Public Schools. There are 10,000 children attending these schools. The Aurora professionals treat children, teach healthy lifestyles and connect young people to other health and wellness resources.

For many of our children, medical attention is inaccessible because their parents don't have insurance. Having a nurse in my building is a blessing, both for the children and the families. Healthier students don't miss time in the classroom. Aurora Health Care and its nurses are valued partners with our school community.

Dr. Hector Perez-LaBoy, Principal, Walker International Middle School
Senior Resource Coordinators

Caring for an elderly spouse or parent often can be overwhelming. In Walworth County, Aurora senior resource coordinators link families to respite care, transportation and other services that help people to stay in their homes and remain as independent as possible. Coordinators often collaborate with the Walworth County Department of Health and Human Services.

"With an increasing older population and tight budgets, it’s vital for organizations to work together. If Aurora coordinators find a person in need of Meals on Wheels, they connect them to us. If we have a client who can’t find a service, we link them to a coordinator.

Aurora’s collaborative approach helps us to eliminate or reduce stressful situations for families. Each week we see the results of this partnership through the smile of an older person who doesn’t have to worry about leaving their home or the daughter who doesn’t have to fret because we’ve connected her parents with the right services and resources."

Lori Muzatko, Aging Division Manager, Walworth County Department of Health and Human Services

Fit Kids, Fit Families

Fit Kids, Fit Families brings together families, the YMCA, schools, public health officials, Aurora and the American Diabetes Association to fight childhood obesity.

"The 12-week program helps improve nutrition, self-esteem and exercise habits. It’s a tremendous way to help the entire family. Fit Kids, Fit Families emphasizes family lifestyle changes by requiring an adult to attend sessions with each child.

If something isn’t done to address obesity, we’ll see greater numbers of people with more complex and costly health issues. Fit Kids, Fit Families shows you can make an impact on this issue. It’s going to take all of us to beat obesity. Aurora’s willingness to help establish this model program has brought us a long way toward achieving our goal."

Linda Walter, Director of Washington County Health Department
Care Management Impact

Aurora Health Care is a national leader in developing and implementing best practices in clinical improvement and disease management. In 2005, Aurora analyzed the effect of 26 initiatives involving more than 600 Aurora physicians and documented the following impact:

- Lives benefited: 823,965
- Deaths prevented: 1,383

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 2005, Aurora's costs for providing this care totaled $35.8 million.

- Charity care charges: $76,972,000
- Charity care costs: $35,815,000

Other Unreimbursed Care

- Bad debt: $81,895,000

Service Statistics

- Inpatient discharges: 99,409
- Inpatient days: 416,891
- Length of stay (days): 4.19
- Births: 11,337
- Surgical procedures: 83,724
- Ambulatory care visits: 2,486,024
- Emergency care visits: 233,625
- Hospital outpatient visits: 1,067,612
- Home care nursing visits: 283,377
- Family service visits: 61,590
- Hospice benefit days: 64,618
- Home-delivered meals: 453,334
- Retail pharmacy prescriptions: 5,410,321
- Web site visits: 4,800,904

The People of Aurora Health Care

- Total employees: 25,087
- Registered nurses: 4,620
- Physicians on staff: 3,385
- Employed physicians: 664
- Residents and fellows: 141

Medical Expense Savings for Patients, Employers and Other Payers

- Influenza vaccination for high-risk patients: $13.3 million
- Cholesterol management for coronary artery disease patients: $4.9 million
- Antibiotic treatment for pneumonia patients: $6.8 million
- Other: $750,000

Total medical expense savings for the communities Aurora serves: $25.75 million
Community Outreach

Every year Aurora provides, without charge, a variety of services in communities throughout eastern Wisconsin. The total value of these services in 2005 was $25 million.

<table>
<thead>
<tr>
<th>Service</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health education and outreach</td>
<td>$4,558,496</td>
</tr>
<tr>
<td>Transportation</td>
<td>907,702</td>
</tr>
<tr>
<td>In-kind services and sponsorships</td>
<td>7,280,281</td>
</tr>
<tr>
<td>Counseling</td>
<td>3,872,570</td>
</tr>
<tr>
<td>Free clinics</td>
<td>3,042,089</td>
</tr>
<tr>
<td>Health screenings and immunizations</td>
<td>933,242</td>
</tr>
<tr>
<td>Support groups and self help</td>
<td>1,162,244</td>
</tr>
<tr>
<td>Work force development</td>
<td>3,320,327</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$25,076,951</strong></td>
</tr>
</tbody>
</table>

Financial Summary

Aurora’s total net services revenue grew from $2.6 billion in 2004 to $2.8 billion in 2005. Revenue from inpatient services rose 7.3% while revenue from outpatient hospital visits and visits to clinics rose 8.6%.

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

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient services</td>
<td>$1,037,895,833</td>
</tr>
<tr>
<td>Outpatient and ambulatory services</td>
<td>1,336,874,167</td>
</tr>
<tr>
<td>Other services</td>
<td>431,129,000</td>
</tr>
<tr>
<td>Total net services revenue*</td>
<td>2,805,899,000</td>
</tr>
<tr>
<td>Other sources</td>
<td>45,120,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,851,019,000</strong></td>
</tr>
</tbody>
</table>

Uses of Funds

<table>
<thead>
<tr>
<th>Use</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, fees and fringe benefits</td>
<td>$1,447,444,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>651,363,000</td>
</tr>
<tr>
<td>Net building, equipment and working capital</td>
<td>62,285,000</td>
</tr>
<tr>
<td>Maintenance, rental, insurance, utilities and other business expenses</td>
<td>590,953,000</td>
</tr>
<tr>
<td>Other payments</td>
<td>98,974,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,851,019,000</strong></td>
</tr>
</tbody>
</table>

*Total net service revenue is net after subtraction of charity core, other uncompensated care, and Medicare, Medicaid and other government shortfalls.
Boards of Directors

Aurora Health Care
James R. Barton, M.D.
Richard Culbertson, Ph.D.
Robert Devermann, M.D.
Susan Ela, R.N.
Liel Erickson, Jr., M.D.
Philip M. Farrell, M.D., Ph.D.
Cristi Garcia-Thomas
Bev Greenberg, Chair
G. Edwin Howe*, President
Thomas P. Koehler, M.D.
William F. Martin, Ph.D.
Frank Martire
John Matthews
Jere D. McCaffey
Richard H. Meyer
Donald J. Nestor*, Secretary-Treasurer
Gary Poliner
Mary Ellen Stanek
Julia Taylor
Nick Turkal, M.D.
Gail Hamity Vergara
Richard Weiss

Aurora Health Care
Central Region
Tim Ahern
Dave R. Begalke
John Bermingham, Jr.
Daniel Bonk*, Executive Vice President
Michael Duffy, M.D.
Mark Duwe, Chair
Badri Ganju, M.D.
Carol Lambert
Robin Pedersen*, Secretary-Treasurer
David Smith, M.D., M.P.H.

Aurora Health Care
Foundation
Donald Buzard
Glenn Buzard
Thomas C.A. Herz
Nancy J. Kaufman*
Donald J. Nestor, President
Robert D. O'Keefe, Secretary-Treasurer
Gary Strelow, Chair
Richard Weiss

Aurora Health Care
Metro Region
Jeffrey W. Ballet, M.D.
James R. Barton, M.D.
Thomas V. Bolger, Chair
Wayne B. Clark
Ricardo Diaz
David Eager*, Secretary-Treasurer
Jeffrey C. Eckrich
Paul Grunau
Judy Jorgensen
Steven Kaplan, M.D.
Rev. Mary Ann Neevel
June Perry
Jay Rothman
Nick Turkal*, M.D., President
Kevin Vorn

Aurora Health Care
Southern Lakes Region
Loren J. Anderson*, Executive Vice President
E. Stuart Arnett*, Secretary-Treasurer
A. John Capelli, M.D.
John Clair
Liel Ericson, Jr.*, M.D., President
George Geotsalitis, M.D.
Jean Jacobson
Chad Kert, M.D.
Randall Leee
David Mahon, M.D.
Joseph Majewski, M.D.
Jose Martinez, Ph.D.
John Matthews, Chair-Elect
David Richmond
Thomas Stuhley
John Wlk, Ph.D., Chair
David Zablotskey, M.D.

Aurora Health Care
Ventures
James Brannon
Patrick Falvey, Ph.D.
Mark Hilgart
Russel Kuzel, M.D.
James A. Moore, President
Donald J. Nestor, Secretary-Treasurer
Robert D. O'Keefe

Aurora Health Care
North Region
Edward Barylak, M.D.
Susan Buettner
Thomas P. Koehler, M.D., President, Chair

Aurora Health Care
Foundation
Central Region
Catherine Best, M.D.
Eldon Bohrofer
William ? Chleborad, M.D.
Roberta Filicky-Peneski
Eleanor A. Jung, Secretary
Dennis L. Ohl
Michael Pech, M.D.
Robin Pedersen, Treasurer
Marion C. Petersen
Andrew J. Phillips, J.D., Vice President

Aurora Medical Group
Jeffrey W. Ballet*, M.D., President
A. John Capelli, M.D.
Robert Devermann, M.D.
John Matthews, Chair
Richard H. Meyer
Liel Erickson, Jr., M.D.
Badri Ganju, M.D.
Steven W. Holcomb, M.D.
Eliot J. Huxley, M.D., Chair
Thomas P. Koehler, M.D.
Joseph Majewski, M.D.
Jere D. McCaffey
Daniel Miota, D.O.
Donald J. Nestor, Secretary-Treasurer
Nick Turkal, M.D.
David Uloty, M.D.
John Zelensnuk, M.D.

Aurora Family Service
Stephen Adams, Chair
F. Michael Arnow, Secretary
Lori Bechthold
Patricia M. Cadorin
David J. Carter, Treasurer
Marcello Corzup
Michael Dow
David Eager
Rosemary Erkins
Marcia Facey
Jane Pirsig*, Executive Director
Michael Rathburn
Timothy P. Reardon
Margaret Wrenn Hickey, Vice Chair

Aurora Health Foundation
Central Region
Lorolke K. Mahoney
Donald J. Nestor,
Secretary-Treasurer
Linda Smith, Executive Vice President