

## **11hr\_AC-He\_Misc\_pt03**



 Informational hearing: Transforming Health Care in Wisconsin Through Better Quality, Better Outcomes and Better Value

(FORM UPDATED: 08/11/2010)

# WISCONSIN STATE LEGISLATURE ... PUBLIC HEARING - COMMITTEE RECORDS

## 2011-12

(session year)

## Assembly

(Assembly, Senate or Joint)

## Committee on Health...

### COMMITTEE NOTICES ...

- Committee Reports ... **CR**
- Executive Sessions ... **ES**
- Public Hearings ... **PH**

### INFORMATION COLLECTED BY COMMITTEE FOR AND AGAINST PROPOSAL

- Appointments ... **Appt** (w/Record of Comm. Proceedings)
- Clearinghouse Rules ... **CRule** (w/Record of Comm. Proceedings)
- Hearing Records ... bills and resolutions (w/Record of Comm. Proceedings)
  - (**ab** = Assembly Bill)                      (**ar** = Assembly Resolution)                      (**ajr** = Assembly Joint Resolution)
  - (**sb** = Senate Bill)                              (**sr** = Senate Resolution)                              (**sjr** = Senate Joint Resolution)
- Miscellaneous ... **Misc**

# Aurora Care Management: A tried and true approach to lowering costs and keeping people healthy

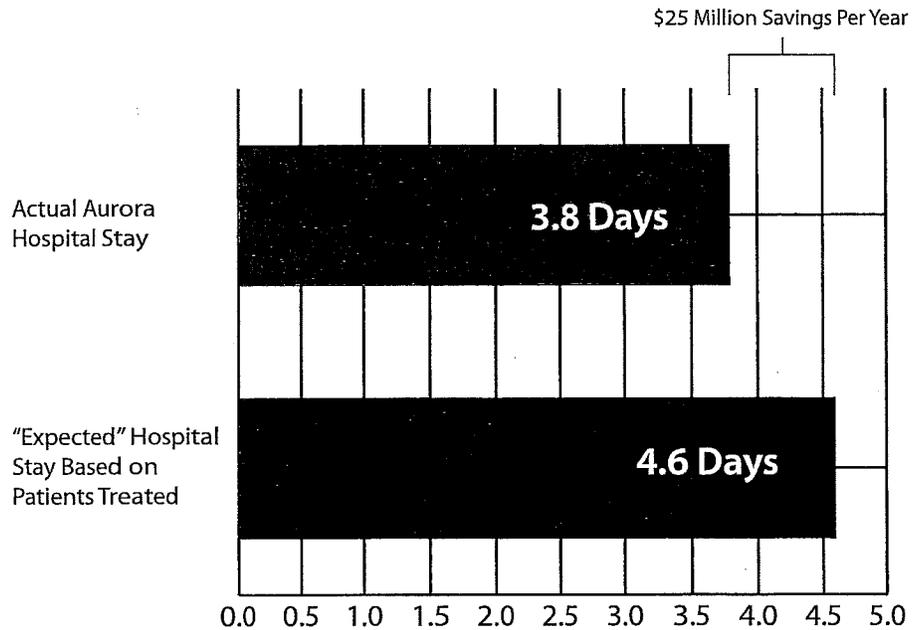
## CLINICAL BEST PRACTICES THAT REDUCE HEALTH RISKS

Care management is Aurora Health Care's evidence-based focus on preventing illness and effectively managing chronic conditions. Since we started our first care-management protocol for asthma patients in 1995, we have developed more than 20 initiatives focused on preventive health and wellness, acute-care treatment, chronic disease management and patient safety. As a result of these efforts, Aurora has been repeatedly recognized as the top-performing health system in the national Centers for Medicare & Medicaid Services (CMS) Hospital Quality Incentive Demonstration Project.

## EXCEEDING NATIONAL STANDARDS IN QUALITY CARE

For each care management initiative, a multidisciplinary team of health professionals performs an extensive search of scientific literature. They identify proven treatment strategies that will meet the initiative's clinical goals and improve patient care. We then implement the protocols throughout our medical network, which includes 15 hospitals, 155 clinics and more than 1,400 physicians. During the past 10 years, these best practices have saved more than \$229 million, prevented thousands of deaths and improved the health of the communities we serve.

## Shorter Hospital Stays Save Money

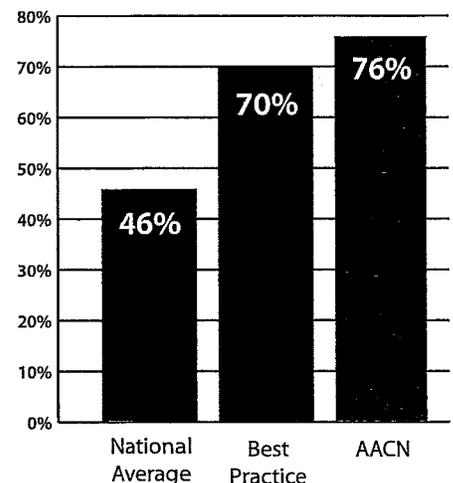


Aurora's care management initiatives improve outcomes and reduce hospital stays. Efficiency and shorter hospital stays have saved millions of dollars.

As a result of our care management initiatives:

- Aurora patients are able to leave the hospital sooner than would be expected for the types of illnesses and relative sickness of the patients we treat. This results in a savings of more than \$25 million per year, which we can pass on to employers and other health care purchasers.
- Two-thirds of diagnosed diabetics treated within the Aurora Accountable Care Network (AACN) have HbA1c levels below 8.0, the threshold at which medical claims for diabetics begin to increase significantly.
- Seventy-six percent of AACN patients with heart disease have LDL cholesterol levels below

## Cardiac Patients with LDL <100



Aggressive screening protocols have helped Aurora outperform national and best-practice standards.

100 mg/dl, which exceeds best-practice standards. Studies have shown that heart disease can be reversed if LDL levels are kept below 100.

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## WORKING WITH EMPLOYERS TO IDENTIFY RISKS AND CONTROL COSTS

We share the financial savings from our care management initiatives with employers and other health care purchasers through lower health care costs. We share our clinical results with other organizations committed to improving health care quality, including the CMS Hospital Quality Initiative, the Joint Commission and the Wisconsin Collaborative for Health Care Quality. We do this because, for Aurora, care management is not just another health care strategy; it's the essence of what we do.

*"Investing in the health and well-being of employees can result in significant savings down the road. If you manage the risk factors in your population, you can reduce the cost."*

– Patrick Falvey, PhD  
Senior Vice President  
Chief Integration Officer  
Aurora Health Care

## AURORA'S CARE MANAGEMENT INITIATIVES

### • Preventive Health & Wellness

- Increase screening rates for breast, cervical and colorectal cancers
- Increase immunization rates for children 24 to 35 months of age and adolescents 15 to 17 years of age
- Increase influenza vaccinations among Aurora patients and caregivers



- Increase bone mineral and bone density testing screening for female patients
- Identify patients who use tobacco and offer a standardized method to help those who are ready to quit
- **Acute Care**
  - Achieve top performance on clinical process, outcome and efficiency measures (medication use, length of stay and readmission) for:
    - Acute myocardial infarction
    - Heart failure
    - Pneumonia
    - Pregnancy
    - Strokes
  - Decrease the incidence of:
    - Hospital-acquired conditions
    - Hospital-acquired pressure ulcers
    - Surgery-related infections
    - Chronic diseases
  - Improve asthma patients self-management skills through an asthma action plan and proper medication management
- Help heart-failure patients achieve optimal blood pressure control
- Help patients with diabetes achieve optimal blood sugar control (A1c level), blood pressure, kidney function and LDL cholesterol level to reduce complications
- Help hypertension patients achieve optimal blood pressure control
- **Continuum of Care**
  - Facilitate discussion and completion of advance directives
  - Help patients with known ischemic vascular disease achieve an optimal LDL cholesterol level
- **Patient Safety**
  - Create a culture of safety by improving communication between caregiver and patient
  - Ensure medication safety by completing medication reconciliation and maintaining an active allergy list
  - Prevent the transmission of infections

# Population Health Management

## A PROACTIVE APPROACH TO CONTROLLING COSTS

Population Health Management with nursing support offers employers a proactive approach that helps them contain costs and manage large-dollar claims, while providing nursing assistance to individuals with, or at risk for, chronic conditions.

Our care management team analyzes your claims data to identify manageable health risks within your employer group. These risks can be addressed at the group level through wellness programming and preventive screenings.

We offer disease management and care coordination for at-risk employees. Our nationally recognized care management programs help employers reduce costs by helping employees better manage their care, and educate them about effective nutrition and lifestyle choices.

We also review inpatient and outpatient services for medical necessity and manage high-cost claims.

## NURSING SUPPORT

A significant portion of an employer's health care costs is spent treating employees with diabetes, asthma, hypertension and other chronic conditions. Many of these costs can be reduced by care management programs that encourage and assist employees in managing their chronic conditions.

The Aurora Accountable Care Network (AACN) offers your employees and their families a knowledgeable resource they can turn to whenever they need help finding a doctor, coordinating their care or getting an answer to a medical question.

Our registered nurses offer two levels of support:

- Nurse Navigator telephonic support (for all employee groups)
- On-site nursing support (for employee groups that have a minimum of 100 employees at that location)



## Population Health Management Services

- **Medical Management**
  - Review of IP/OP services for medical necessity
  - Catastrophic/telephonic case management
  - Support on-site nurse case management/nurse navigator
  - Triage to other interventions
- **Disease Management and Health Promotion**
  - Identification of individual members in need of interventions
  - Contact with members and physicians to achieve desired clinical outcomes
  - Support on-site nurse case management/nurse navigator
  - Triage to other interventions
  - Focuses on high-risk conditions, including:
    - Diabetes
    - Asthma
    - High cholesterol
    - Hypertension
    - Obesity
- **Behavioral Health Management**
  - Same as Medical Management but for behavioral health diagnoses

# Population Health Management

## **NURSE NAVIGATOR**

Our nurse navigators help employees and their families find a primary care physician, specialist or a conveniently located clinic. They'll offer suggestions based on the patients' preferences and special needs.

Nurse navigators provide ongoing support as well. They serve as a convenient resource for people who have questions about medical terms or where they should go to get the care they need. They also provide information on educational classes and support programs.

## **ON-SITE NURSE**

Aurora's on-site nurse program brings our award-winning care management programs to the workplace to help your employees manage their chronic conditions and health risks.

Our on-site nurse offers employees convenient access to a health care professional who can answer their questions. The on-site nurse also works with employees to ensure they understand their treatment plans and are taking their medications, visiting their physician and getting the necessary tests. The ongoing communication between the on-site nurse and the employee develops trust and helps to identify and resolve hurdles to compliance.

## **The on-site nurse:**

- Can direct employees to appropriate health care professionals as needed
- Conducts home visits for at-risk family members
- Answers employee questions
- Coordinates care for chronic diseases and at-risk conditions
- Works with physicians to create treatment plan
- Works with employees to identify and resolve hurdles to compliance
- Assists in coordinating appointments
- Provides on-site screenings
- Provides wellness coaching
- Reviews inpatient utilization

## **High-risk conditions targeted by the on-site nurse program include:**

- Diabetes
- Asthma
- High cholesterol
- Hypertension
- Obesity



# Aurora Health Plan Outperforms National Trend by Coordinating Care within Fully Integrated Network

## A COLLABORATIVE APPROACH

Thanks to proactive care coordination and an expansive network of physicians, specialists and other health care providers, Aurora Health Care's employee health plan continually outperforms the national trend. Between 2001 and 2010, costs for the Aurora employee health plan increased an average of 6.2 percent per year, well below the 10.7 percent average annual increase for PPOs nationally. Between 2008 and 2010, the plan grew at an even lower rate: 1.5 percent per year, which was one-sixth the national trend. This is a significant accomplishment for any plan, let alone the state's largest private-sector employer group with 48,000 members spread throughout the state.

*"Investing in the health and well-being of employees can result in significant savings down the road. If you manage the risk factors in your population, you reduce the cost."*

– Patrick Falvey, PhD  
Senior Vice President  
Chief Integration Officer  
Aurora Health Care

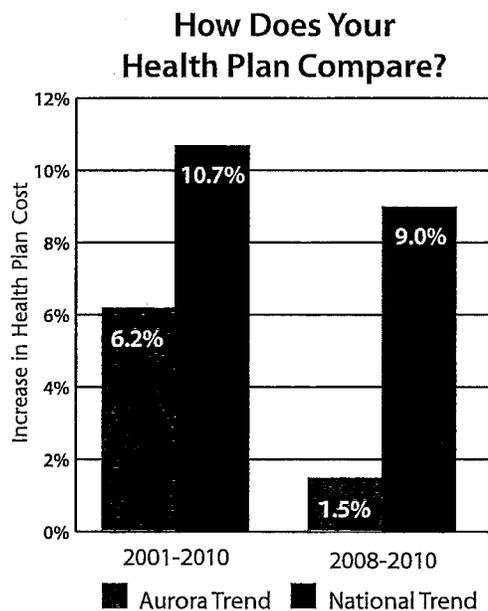
## THE BENEFITS OF A FULLY INTEGRATED MODEL

Aurora successfully slowed the trend by coordinating care in its fully integrated medical network, which includes the nation's sixth-largest medical group and the state's leading tertiary care hospital. Employees can



The care management team of Aurora Health Care specializes in analyzing data, evaluating medical risks and helping employers manage health care costs. Featured left to right: David Smith, MD, MPH, Sue Wick, RN, Bruce Van Cleave, MD, and Patrick Falvey, PhD.

receive physician, inpatient, outpatient and other health care services at more than 180 locations in eastern Wisconsin and northern Illinois.



Aurora's employee health plan, the state's largest private-sector employer group with 48,000 members, has significantly outperformed the national trend.

## A COMPLETE CONTINUUM OF CARE

"Aurora Health Care offers the complete continuum of care and has many convenient locations, which means that less than 10 percent of our medical care is provided out of network. It is rare that a patient has to go elsewhere for a medical service Aurora does not provide," says Carol Hadley, CEBS, Aurora's director of employee benefits. Aurora's employee plan emphasizes wellness and quality of life. Its screening rates for cancer and its diabetic testing meet or exceed best-practice standards for health plans nationally.

*"Aurora has more than 30,000 employees. We face the same issues employers face every day."*

– Carol Hadley, CEBS  
Director, Employee Benefits  
Aurora Health Care

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## EARLY INTERVENTION PLAYS KEY ROLE IN REDUCING COST

Aurora's care management team continually monitors claims data, looking for opportunities for early intervention, when costs are lower and treatments are more effective. Primary care physicians can be notified when risks or potential risks are identified. Nurses provide patients the information and support they need to manage their conditions and improve their health. Electronic health records provide real-time lab test and diagnostic information to the patient's physicians and clinicians. Care management initiatives identify and promote best practices that are patient-centered and outcome-oriented.

*"Over the past 10 years, our efforts have dramatically slowed health cost trends and increased employee productivity. We have demonstrated the effectiveness of coordinating care within a fully integrated network that is focused on improving outcomes."*

– David Smith, MD, MPH  
Vice President, Patient Experience and Care Management, Aurora Health Care

### Aurora's Fully Integrated Medical Network

6th largest medical group in the country

Clinics 155

Hospitals 15

More than 1,400 employed physicians

State's largest home care provider

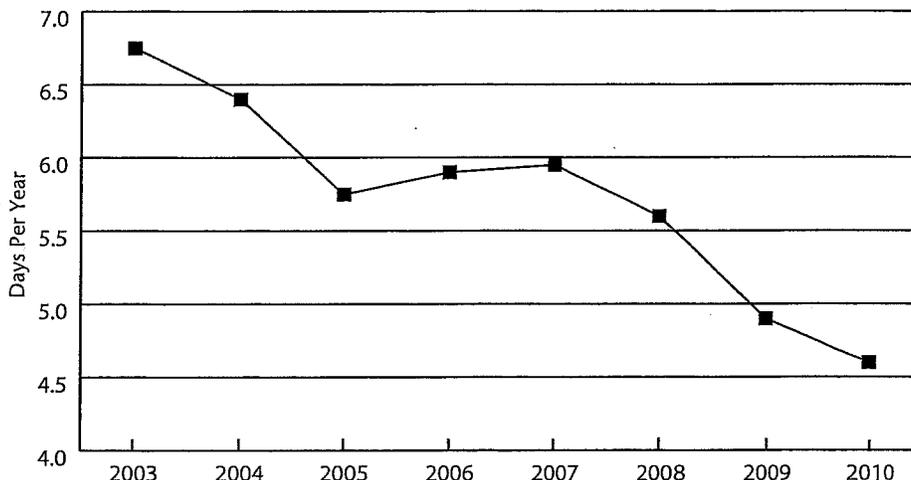
## Healthier Employees. Increased Productivity.

Sick employees do more than generate medical bills. They cost companies money by lowering productivity because they are absent or working while sick.

By focusing on medical care that improves employees' health and quality of life, Aurora has:

- Medical inpatient admissions that are one-third lower than the average hospital system
- Achieved a 32-percent reduction in unscheduled paid time off due to illness or short-term disability

Unscheduled Paid Time Off Per FTE



Improving employees' health can impact productivity. Since 2003, Aurora has experienced a 32-percent drop in sick days and other unscheduled absences.

## The Aurora Accountable Care Network

Lowering medical trend through high-quality, cost-effective care

- Our outcomes-based approach lowers costs by improving health
- We analyze the employer's claims data to identify specific areas for potential savings
- Preventive care initiatives maximize screenings and early interventions for diseases that can be treated effectively when detected early
- Our care management team helps asthmatics, diabetics and others with lifelong conditions maintain or improve their health and productivity
- Our fully integrated medical network includes primary care physicians and specialists, inpatient and outpatient care, EAP and behavioral health services, occupational and home health services, and pharmacies
- Electronic health records provide clinicians with real-time information and eliminate the need to duplicate tests
- Key advisors and clinical staff can work with employers to optimize benefit plan design
- New products for health care and employee productivity are in continuous development



# Cost-Per-Episode vs. Unit Price

## *Understanding what really drives health care costs.*

Too many health care purchasers focus on unit price, seeking to save money with the lowest cost provider for X-rays, office visits or surgical procedures. These initial “savings” are deceiving because they don’t take into account the most significant piece of the health care cost equation – how health care services are utilized. Low unit-price providers can actually increase employer costs if they order unnecessary tests or provide inefficient care that delays healing or causes a relapse.

*Traditional approaches focus on negotiating the lowest unit price.*

$$\text{(COST} \times \text{UTILIZATION)} + \text{OUTCOMES} = \text{HEALTH COSTS}$$

*The Aurora Accountable Care Network (AACN) considers the total cost of care using a cost-per-episode approach that focuses on price, utilization, quality and outcomes.*

## *The cost-saving advantages of a fully integrated medical network.*

### **MEASURABLE QUALITY**

The Aurora Accountable Care Network (AACN) is based on a different philosophy – a results-oriented, patient-centered focus that rewards providers for what they accomplish instead of what they do. Our cost-per-episode approach targets both unit cost and utilization. Using sophisticated software, we group all of the physician, hospital, lab, pharmacy and other medical claims for each diagnosis to calculate the entire cost of treatment from the moment of diagnosis until the patient’s return to health. We also monitor relapses and costly hospital readmissions to ensure that the treatment provided is a long-term solution and not a short-term fix.

### **IMPROVED OUTCOMES**

The cost-per-episode approach identifies high-performing providers and the most effective treatments. We share this information with physicians and other health care providers to implement best-practice standards and drive continuous clinical improvement throughout our fully integrated network.

### **A BETTER PATIENT EXPERIENCE**

By shifting the focus from procedures to patients, we improve the quality of care provided by physicians, clinicians and other health care providers throughout our fully integrated network.

### **COST-EFFECTIVE, AFFORDABLE CARE**

Our cost-per-episode approach lowers the cost of care by identifying and eliminating redundant tests, unnecessary office visits and lengthy hospital stays. We ensure patients receive evidence-based care that is delivered in the most cost-effective setting.

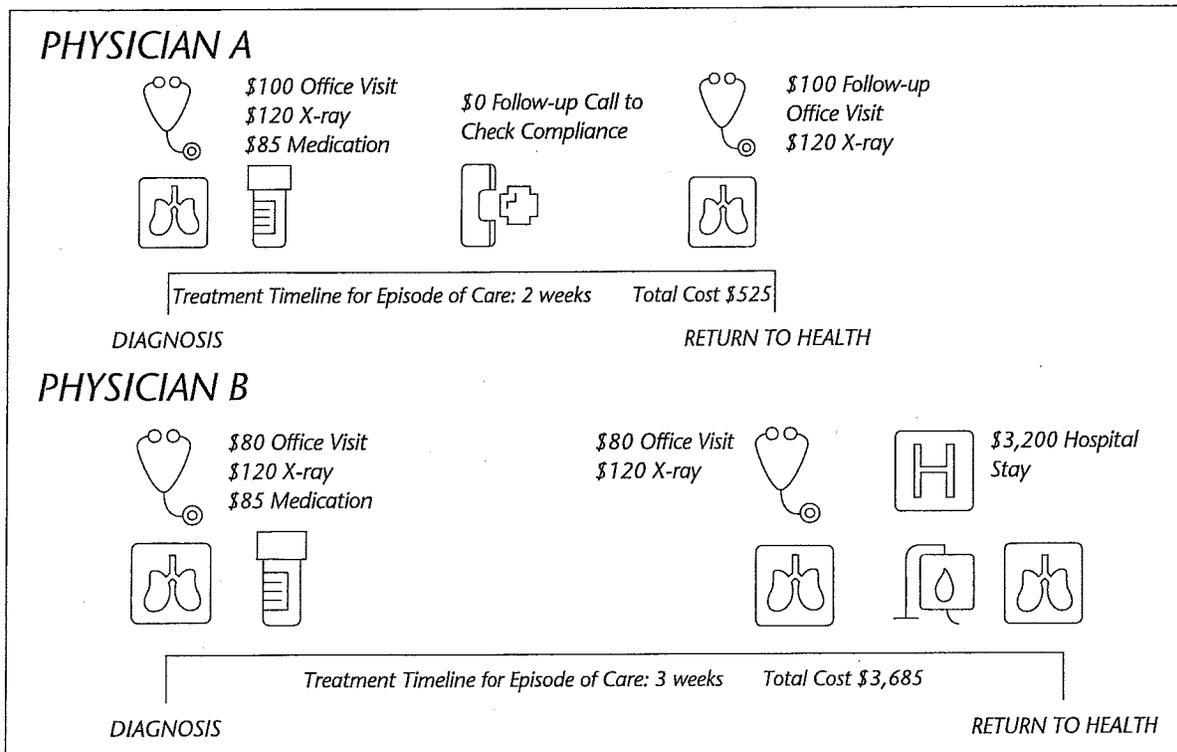
### **A PIONEER IN ACCOUNTABLE CARE**

The Aurora Accountable Care Network (AACN) is the culmination of Aurora’s vision to improve the health of the community through the integration and coordination of care. It merges a cost-per-episode approach with our nationally recognized care management initiatives and fully integrated medical community to offer employers and employees the benefits of quality, patient-centered health care at an affordable price.



**Aurora Health Care®**

## A more accurate picture of health care costs:



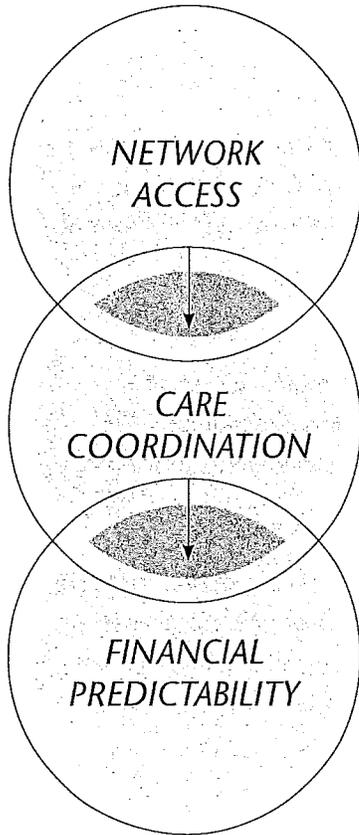
Based on unit price alone, Physician A would be considered 25 percent more expensive than Physician B and might be excluded from many traditional preferred provider networks. Comparing the physicians' total cost-per-episode provides a more accurate comparison. Because Physician A proactively follows up with a phone call and office visit to ensure that the patient is taking his medication, she prevents an expensive hospitalization. As a result, Physician A's total cost ends up being 86 percent less than Physician B and her patient recovers more quickly.

CORONARY ARTERY DISEASE	
Employer's Costs with Traditional Provider	Employer's Costs with Outcomes-Focused Provider
21 Open-Heart Surgeries @ \$45,000 each    \$945,000	10 Open-Heart Surgeries @ \$45,000 each    \$450,000
12 Stent Procedures @ \$29,000 each    \$348,000	17 Stent Procedures @ \$29,000 each    \$493,000
15 Medication Therapies @ \$8,350 each    \$125,250	21 Medication Therapies @ \$8,350 each    \$175,350
<b>Total Cost = \$1,418,250</b>	<b>Total Cost = \$1,118,350</b>
 22% Savings	

Clearing blocked arteries demonstrates why a unit-price focus can result in illusory savings. Depending on the patient and diagnosis, there are several treatment options. A provider that performs open-heart surgery when less costly, but equally effective alternatives are available, would cost employers more than a provider who selects the most effective treatment to achieve the desired outcome.

# Aurora Accountable Care Network

*Flexible solutions to help you manage your trend.*



- Total replacement product
- Integrated network coordination
- Network includes all Aurora providers and Children's Hospital of Wisconsin
- Out-of-area network options
  
- Nurse navigators and on-site nurse case managers (depending on employer size)
- Clinical coordination
- Electronic health record coordination
- Population health management option
  
- Custom underwriting based on analysis of plan sponsor's claims data (depending on employer size)
- Potential not-to-exceed trend guarantee
- Multi-year contracts

## EXPERIENCE THE BENEFITS OF OUR FULLY INTEGRATED NETWORK

The Aurora Accountable Care Network (AACN) offers employers flexible solutions that benefit from our award-winning care management initiatives and our fully integrated medical network.

Whether they want to improve the coordination of care within their existing plan or participate in our fully integrated network, AACN offers employers the medical expertise of the state's largest health system and the sixth-largest medical group in the nation.

## BRINGING AURORA'S VISION TO THE MARKET

Since its inception, Aurora has been committed to improving the health of the community by providing the right care in the right setting at the right time. We've helped to pioneer care-management protocols for asthma, diabetes and other chronic conditions that have become standard practices nationwide.

We have demonstrated that health costs can be lowered by coordinating care in a fully integrated medical network committed to continuous clinical improvement. We have helped employers reduce their per-member-per-month costs and kept their trend at one-half the state and national averages.

These savings are now available to all employers, regardless of size, through the new Aurora Accountable Care Network.

# Aurora Accountable Care Network

The Aurora Accountable Care Network (AACN) includes Aurora Health Care, the largest health care system in Wisconsin and the sixth-largest medical group in the nation with 15 hospitals, 155 clinics and 1,400 employed physicians; Children's Hospital and Health System, one of the nation's leading children's hospitals; and a nationwide network of health systems that share our commitment to quality health care.

## BETTER OUTCOMES

The Aurora Accountable Care Network uses evidence-based medicine to drive continuous clinical improvement. It uses a cost-per-episode approach that looks at all of the physician, hospital, pharmacy and ancillary costs incurred from the moment of diagnosis through recovery to identify the most effective treatments. This information is shared throughout our fully integrated network to continually improve health outcomes.

## BETTER CARE

Aurora has led the way in providing quality care for every stage of life. We were among the first health systems to implement electronic hospital records and computerized prescription order entry, and won national recognition for our personalized approach to improving the quality of life for asthmatics, diabetics and others with lifelong conditions.

## A BETTER PRICE

By focusing on the total cost of care instead of unit prices, we can identify the care that will achieve the desired outcome most efficiently. Relapses, costly hospital re-admissions and unnecessary trips to the emergency room are minimized or eliminated. Our health coaches keep people with chronic conditions out of the hospital by helping them stay on their treatment plan. Comprehensive screenings and preventive care detect medical issues early when treatments are less costly and more effective.

## FLEXIBLE SOLUTIONS

The Aurora Accountable Care Network offers employers three types of solutions:

- ***Integrated Provider Network***

Offers employers all of the benefits of a fully integrated medical community, including care coordination, personalized care based on an employee's risk profile, a focus on total cost-per-episode instead of unit prices, and the use of electronic health records to improve communication, eliminate duplicate tests and services, and improve the patient experience.

- ***Care Coordination & Population Health Management***

Supported by our care management team, nurse navigators and on-site nurse case managers help employees and their families get the health care services they need.

- ***Financial Predictability***

A comprehensive, multi-year approach that focuses on developing effective solutions for the specific health risks of an employer group using claims analyses to benchmark the group against average and best-practice standards. These individually underwritten solutions can include not-to-exceed trend limits.

# Nurse Navigator/On-Site Nurse

## OUR PERSONALIZED APPROACH TO COORDINATING CARE

A significant portion of an employer's health care costs is spent treating employees with diabetes, asthma, hypertension and other chronic conditions. Many of these costs can be reduced by care management programs that encourage and assist employees in managing their chronic conditions.

The Aurora Accountable Care Network (AACN) offers your employees and their families a knowledgeable resource they can turn to whenever they need help finding a doctor, coordinating their care or getting an answer to a medical question.

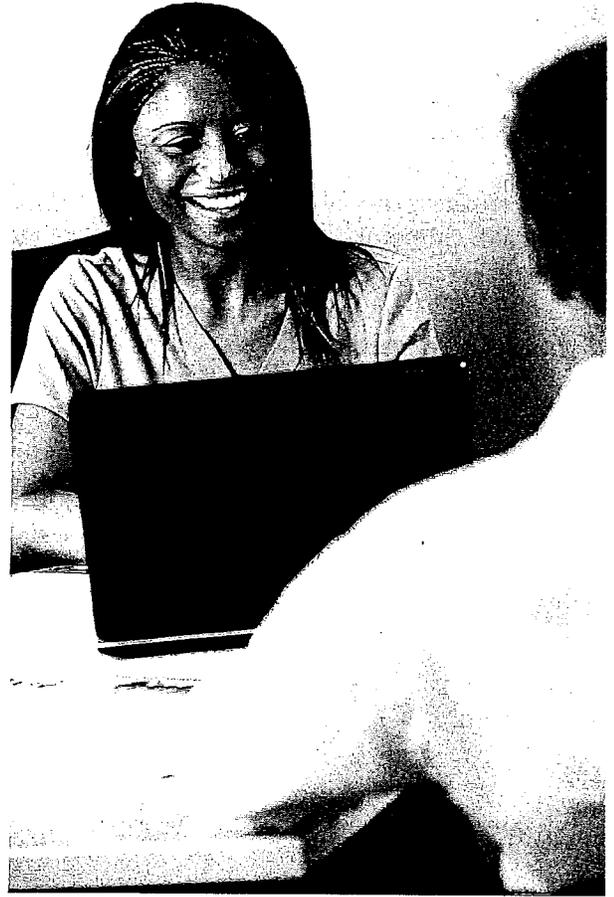
### We offer two levels of support:

- Nurse Navigator telephonic support (for all employee groups)
- On-site nursing support (for employee groups that have a minimum of 100 employees at that location)

## NURSE NAVIGATOR

Our nurse navigator helps employees and their families find a primary care physician, specialist or a conveniently located clinic. They'll offer suggestions based on patient preferences and special needs.

Nurse navigators provide ongoing support as well. They serve as a convenient resource for people who have questions about medical terms or where they should go to get the care they need. They also provide information on educational classes and support programs.



### The nurse navigator has two roles:

#### • *Educational Needs*

- Guide members through illness
- Educate members and their families so they understand their diagnosis, treatment plan and care options
- Assess needs and evaluate progress being made towards established goal
- Prepare for physician appointments by creating a questions/discussion list with member and attend physician appointment if necessary (limited basis)
- Encourage second-opinion evaluation when appropriate for understanding care options
- Use critical-thinking skills, clinical knowledge and problem-solving skills to assist members and their families to make informed decisions about their health care
- Educate members and their families about how they can become their own health care advocates

#### • *Informational Needs*

- Assist members in documenting medical information in a portable format
  - diagnostic studies
  - medication lists
  - provider details
  - insurance information
- Inform members on the process for obtaining medical records and assist them as appropriate
- Assist with provider selection based on health situation and established protocols (need for specialty-care providers, etc.)
- Provide members with health information, educational classes/programs and support program materials for specific diagnosis
- Provide information about appropriate services for specific diagnosis and assist with referrals to these services as needed

# Nurse Navigator/On-Site Nurse

## ON-SITE NURSE

Aurora's on-site nurse program brings our award-winning care management programs to the workplace to help your employees manage their chronic conditions and health risks.

Our on-site nurse offers employees convenient access to a health care professional who can answer their questions. The nurse also works with employees to ensure they understand their treatment plans and are taking their medications, visiting their physician and getting the necessary tests.

The ongoing communication between the on-site nurse and the employee develops trust and helps to identify and resolve hurdles to compliance.

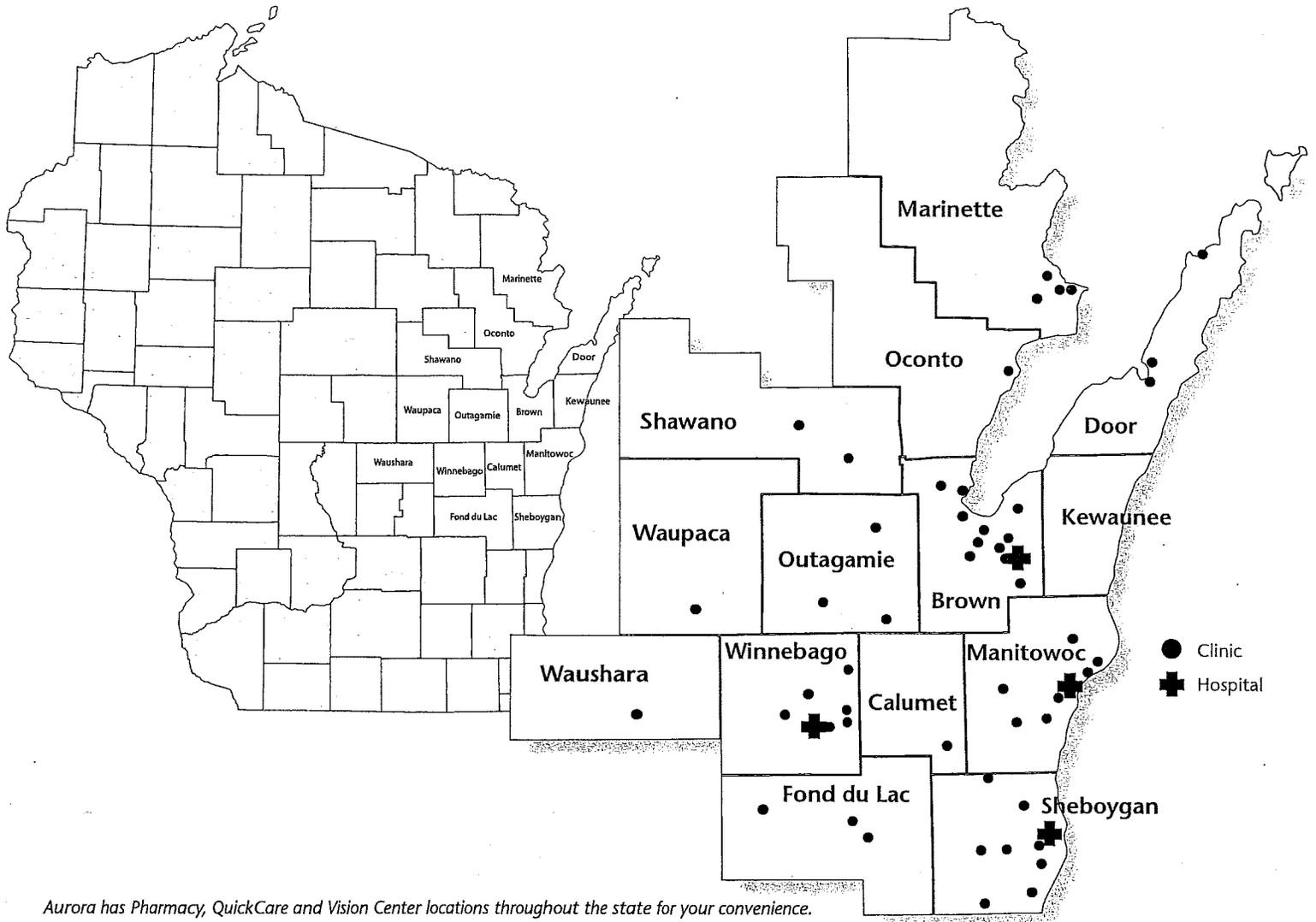
### The on-site nurse:

- Can direct employees to appropriate health care professionals as needed
- Conducts home visits for at-risk family members
- Answers employee questions
- Coordinates care for chronic diseases and at-risk conditions
- Works with physicians to create treatment plan
- Works with employees to identify and resolve hurdles to compliance
- Assists in coordinating appointments
- Provides on-site screenings
- Provides wellness coaching
- Reviews inpatient utilization

### High-risk conditions targeted by the on-site nurse program include:

- Diabetes
- Asthma
- High cholesterol
- Hypertension
- Obesity

# Aurora Health Care Northeastern Wisconsin Facilities



Aurora has Pharmacy, QuickCare and Vision Center locations throughout the state for your convenience.

## **BROWN COUNTY**

**Aurora Health Center**  
1881 Chicago Street  
De Pere, WI 54115

**Aurora Health Center**  
629 Solvang Way  
Denmark, WI 54208

**Aurora BayCare Health Center**  
2253 W. Mason Street  
Green Bay, WI 54303

**Aurora BayCare Medical Center**  
2845 Greenbrier Road  
Green Bay, WI 54311

**Aurora Medical Group**  
2845 Greenbrier Road  
Green Bay, WI 54311

**Aurora Medical Group**  
1565 Allouez Avenue  
Green Bay, WI 54311

**Aurora Health Center**  
2890 Lineville Road  
Green Bay, WI 54313

**Aurora Visiting Nurse Association**  
931 Discovery Road  
Green Bay, WI 54311

**Brown County Dialysis Center**  
1751 Deckner Avenue  
Green Bay, WI 54302

**Aurora Orthopedics &  
Sports Medicine Center**  
1160 Kepler Drive  
Green Bay, WI 54311

**Aurora Health Center**  
4070 Equestrian Road  
New Franken, WI 54229

**Aurora Health Center**  
980 S. St. Augustine Street  
Pulaski, WI 54162

## **CALUMET COUNTY**

**Aurora Health Center**  
2020 Madison Street  
New Holstein, WI 53061

## **DOOR COUNTY**

**Aurora Nor-Door Clinic**  
2521 S. Bay Shore Drive  
Sister Bay, WI 54234

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County continued from front

**Dialysis Center**  
10th Avenue  
Green Bay, WI 54235

**Health Center**  
Alabama Street  
Green Bay, WI 54235

### **DU LAC COUNTY**

**Health Center**  
Wisconsin American Drive, Hwy. 23 East  
Dun Laoghaire, WI 54937

**Health Center**  
Mark Ridge Lane  
Fond du Lac, WI 54937

**Health Center**  
V. Fond du Lac Street  
WI 54971

### **TOWOC COUNTY**

**Manitowoc Clinic**  
Madison Avenue  
Manitowoc, WI 54220

**Manitowoc Clinic South**  
Dewey Street  
Manitowoc, WI 54220

**Health Center**  
State Street  
Manitowoc, WI 54228

**Health Center**  
Ill Street  
Manitowoc, WI 54230

**Medical Center**  
Memorial Drive  
Manitowoc, WI 54241

**Two Rivers Clinic**  
Marfield Street  
Two Rivers, WI 54241

**Health Center**  
Memorial Drive  
Two Rivers, WI 54241

**Health Center**  
Summet Drive  
Two Rivers, WI 54245

### **MARINETTE COUNTY**

**Health Center**  
Madison Peshtigo Road  
Marinette, WI 54143

**Marinette Menominee Clinic**  
3130 Shore Drive  
Marinette, WI 54143

**Marinette Menominee Clinic**  
1510 University Drive  
Marinette, WI 54143

**Aurora Health Center**  
603 French Street  
Peshtigo, WI 54157

### **OCONTO COUNTY**

**Aurora Health Center**  
530 Smith Avenue  
Oconto, WI 54153

### **OUTAGAMIE COUNTY**

**Aurora Health Center**  
N1750 Lily of the Valley Road  
Greenville, WI 54942

**Aurora Medical Group**  
2700 Crooks Avenue  
Kaukauna, WI 54130

**Aurora Health Center**  
1100 Orchard Drive  
Seymour, WI 54165

### **SHAWANO COUNTY**

**Aurora Health Center**  
101 Express Way  
Bonduel, WI 54107

**Aurora Health Center**  
1346 E. Green Bay Street  
Shawano, WI 54166

### **SHEBOYGAN COUNTY**

**Aurora Sheboygan Clinic**  
313 S. Main Street  
Cedar Grove, WI 53013

**Aurora Sheboygan Clinic**  
620 S. Wisconsin Drive  
Howards Grove, WI 53083

**Aurora Sheboygan Clinic**  
1001 Service Road  
Kiel, WI 53042

**Aurora Health Center**  
2600 Kiley Way  
Plymouth, WI 53073

**Aurora Sheboygan Clinic**  
110 Butler Street  
Random Lake, WI 53075

**Aurora Sheboygan Memorial  
Medical Center**  
2629 N. 7th Street  
Sheboygan, WI 53083

**Aurora Sheboygan Clinic**  
2414 Kohler Memorial Drive  
Sheboygan, WI 53081

**Aurora Sheboygan Clinic**  
1813 Ashland Avenue  
Sheboygan, WI 53081

**Aurora Health Center**  
1146 Plankview Green Boulevard  
Sheboygan Falls, WI 53085

### **WAUPACA COUNTY**

**Aurora Health Center**  
N430 Wood Duck Drive  
Fremont, WI 54940

### **WAUSHARA COUNTY**

**Aurora Health Center**  
900 E. Division Street  
Wautoma, WI 54982

### **WINNEBAGO COUNTY**

**Aurora Health Center**  
1136 Westowne Drive  
Neenah, WI 54956

**Aurora Health Center**  
1805 Huckleberry Avenue  
Omro, WI 54963

**Aurora Medical Center**  
855 N. Westhaven Drive  
Oshkosh, WI 54904

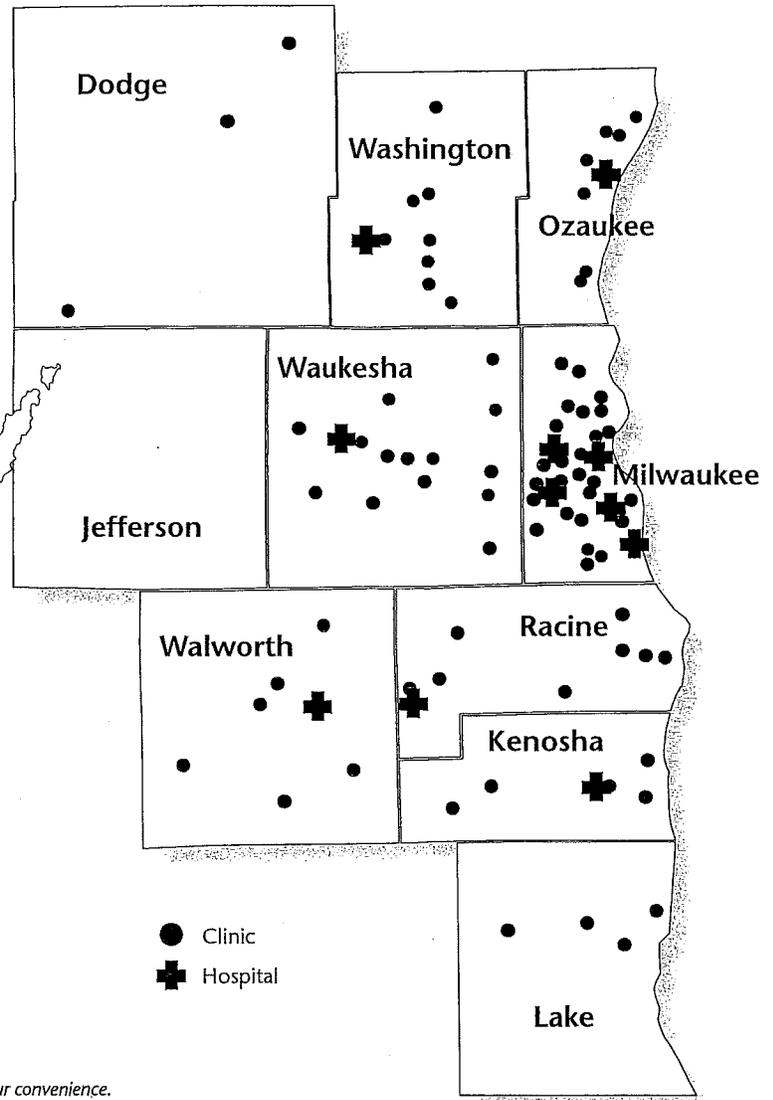
**Aurora Health Center**  
855 N. Westhaven Drive  
Oshkosh, WI 54904

**Aurora Medical Group**  
414 Doctors Court  
Oshkosh, WI 54901

**Aurora Health Center**  
**Aurora Visiting Nurse Association**  
700 N. Westhaven Drive  
Oshkosh, WI 54904

**Aurora Health Center**  
6085 Harbour View Drive  
Winneconne, WI 54986

# Aurora Health Care Southeastern Wisconsin & Northern IL Facilities



● Clinic  
 + Hospital

Aurora has Pharmacy, QuickCare and Vision Center locations throughout the state for your convenience.

## DODGE COUNTY

- Aurora Health Center**  
375 East Avenue | Lomira, WI 53048
- Aurora Advanced Healthcare**  
N8210 State Road 28 | Mayville, WI 53050
- Aurora Wilkinson Medical Clinic**  
1532 Utah Street | Watertown, WI 53094

## KENOSHA COUNTY

- Aurora Medical Center**  
10400 75th Street | Kenosha, WI 53142
- Aurora Health Center/  
Aurora Advanced Healthcare**  
10400 75th Street | Kenosha, WI 53142
- Aurora Health Center**  
7540 22nd Avenue | Kenosha, WI 53143
- Aurora Health Center**  
2707 15th Place | Kenosha, WI 53140

**Aurora Health Center**  
25320 75th Street | Paddock Lake, WI 53168

**Aurora Health Center**  
700 N. Lake Avenue | Twin Lakes, WI 53181

## LAKE COUNTY (ILLINOIS)

- Aurora Health Center**  
81 E. Grand Avenue | Fox Lake, IL 60020
- Aurora Health Center**  
7505 W. Grand Avenue | Gurnee, IL 60031
- Aurora Health Center**  
45 Tower Court, Suite C | Gurnee, IL 60031
- Aurora Health Center**  
3115 Lewis Avenue | Zion, IL 60099

## MILWAUKEE COUNTY

**Aurora Advanced Healthcare**  
3119 S. Clement Avenue | Bay View, WI 53207

- Aurora St. Luke's South Shore**  
5900 S. Lake Drive | Cudahy, WI 53110
- Aurora St. Luke's Health Center  
Aurora Advanced Healthcare**  
9200 W. Loomis Road | Franklin, WI 53132
- Aurora Advanced Healthcare**  
7322 Rawson Avenue | Franklin, WI 53132
- Aurora Women's Pavilion in Franklin/  
Aurora Advanced Healthcare**  
4202 W. Oakwood Park Court | Franklin, WI 53132
- Aurora Advanced Healthcare**  
4655 N. Port Washington Road, Ste. 200  
Glendale, WI 53212
- Aurora Health Center**  
6901 W. Edgerton Avenue | Greenfield, WI 53220

Continued on back ▶

*Milwaukee County continued from front*

**Aurora Advanced Healthcare**  
4848 S. 76th Street | Greenfield, WI 53220

**Aurora Health Center**  
5250 S. 108th Street | Hales Corners, WI 53130

**Aurora St. Luke's Medical Center**  
2900 W. Oklahoma Avenue | Milwaukee, WI 53215

**Aurora Sinai Medical Center**  
945 N. 12th Street | Milwaukee, WI 53233

**Aurora Advanced Healthcare**  
945 N. 12th Street | Milwaukee, WI 53233

**Aurora Health Center/ExclusivelyForWomen**  
**Aurora Advanced Healthcare**  
1575 N. RiverCenter Drive | Milwaukee, WI 53212

**Aurora St. Luke's Physician Office Building**  
**Aurora Advanced Healthcare**  
2801 W. Kinnickinnic River Parkway  
Milwaukee, WI 53215

**Aurora UW Medical Group**  
1020 N. 12 Street | Milwaukee, WI 53233

**Aurora Medical Group/ExclusivelyForWomen**  
1218 W. Kilbourn Avenue | Milwaukee, WI 53233

**Aurora Advanced Healthcare**  
3003 W. Good Hope Road | Milwaukee, WI 53209

**Aurora Advanced Healthcare**  
7878 North 76th Street | Milwaukee, WI 53223

**Aurora Health Center**  
4111 W. Mitchell Street | Milwaukee, WI 53215

**Aurora Health Center**  
5818 W. Capitol Drive | Milwaukee, WI 53216

**Aurora Psychiatric Hospital**  
1220 Dewey Avenue | Wauwatosa, WI 53213

**Aurora Wiselives Center**  
8320 W. Bluemound Road, Ste. 125  
Wauwatosa, WI 53213

**Aurora Advanced Healthcare**  
3289 N. Mayfair Road | Wauwatosa, WI 53222

**Aurora Advanced Healthcare**  
1055 N. Mayfair Road | Wauwatosa, WI 53226

**Aurora Medical Center**  
**Aurora Advanced Healthcare**  
2999 N. Mayfair Road | Wauwatosa, WI 53222

**Aurora West Allis Medical Center/**  
**Aurora Women's Pavilion**  
8901 W. Lincoln Avenue | West Allis, WI 53227

**Aurora Medical Group**  
**Aurora Advanced Healthcare**  
2424 S. 90th Street | West Allis, WI 53227

**Aurora Health Center**  
7220 W. National Avenue | West Allis, WI 53214

**Aurora Advanced Healthcare**  
3905 W. Lincoln Avenue | West Allis, WI 53227

**Aurora Advanced Healthcare**  
3400 W. Lincoln Avenue | West Allis, WI 53227

**Aurora Advanced Healthcare**  
325 E. Silver Spring Drive | Whitefish Bay, WI 53217

## OZAUKEE COUNTY

**Aurora Advanced Healthcare**  
309 Lakeview Drive, Ste. A | Belgium, WI 53004

**Aurora Medical Center**  
975 Port Washington Road | Grafton, WI 53024

**Aurora Advanced Healthcare**  
975 Port Washington Road | Grafton, WI 53024

**Aurora Advanced Healthcare**  
215 W. Washington Street | Grafton, WI 53024

**Aurora Advanced Healthcare**  
12203 N. Corporate Parkway  
Mequon, WI 53092

**Aurora Advanced Healthcare**  
6425 West Mequon Road | Mequon, WI 53092

**Aurora Advanced Healthcare**  
1777 W. Grand Avenue  
Port Washington, WI 53074

**Aurora Advanced Healthcare**  
1475 W. Grand Avenue  
Port Washington, WI 53074

## RACINE COUNTY

**Aurora Advanced Healthcare**  
116 N. Dodge Street, Suite 8  
Burlington, WI 53105

**Aurora Memorial Hospital of Burlington**  
252 McHenry Street | Burlington, WI 53105

**Aurora Burlington Clinic**  
248 McHenry Street | Burlington, WI 53105

**Aurora Health Center**  
5333 Douglas Avenue | Caledonia, WI 53402

**Aurora Health Center**  
8348 Washington Avenue | Racine, WI 53406

**Aurora Health Center**  
8400 Washington Avenue | Racine, WI 53406

**Aurora Advanced Healthcare**  
1151 Warwick Way | Racine, WI 53406

**Aurora Health Center**  
4320 67th Drive | Union Grove, WI 53182

**Aurora Health Center**  
818 Forrest Lane | Waterford, WI 53185

## WALWORTH COUNTY

**Aurora Health Center**  
1550 Hobbs Drive | Delavan, WI 53115

**Aurora Health Center**  
2483 Corporate Circle Drive | East Troy, WI 53120

**Aurora Lakeland Medical Center**  
W3985 County Road NN | Elkhorn, WI 53121

**Aurora Health Center**  
205 E. Commerce Court | Elkhorn, WI 53121

**Aurora Health Center**  
20 N. Church Street | Elkhorn, WI 53121

**Aurora Health Center**  
146 E. Geneva Square | Lake Geneva, WI 53147

**Aurora Health Center**  
525 Kenosha Street | Walworth, WI 53184

## WASHINGTON COUNTY

**Aurora Advanced Healthcare**  
N112 W17975 Mequon Road  
Germantown, WI 53022

**Aurora Medical Center**  
1032 E. Sumner Street | Hartford, WI 53027

**Aurora Advanced Healthcare**  
1640 E. Sumner Street | Hartford, WI 53027

**Aurora Advanced Healthcare**  
3055 Hubertus Road | Hubertus, WI 53033

**Aurora Advanced Healthcare**  
N168 W20060 Main Street | Jackson, WI 53037

**Aurora Advanced Healthcare**  
1020 Fond du Lac Avenue | Kewaskum, WI 53040

**Aurora Advanced Healthcare**  
1061 E. Commerce Blvd. | Slinger, WI 53086

**Aurora Advanced Healthcare**  
205 Valley Avenue | West Bend, WI 53095

**Aurora Advanced Healthcare**  
5595 County Road Z | West Bend, WI 53095

## WAUKESHA COUNTY

**Aurora Advanced Healthcare**  
13850 W. Capitol Drive | Brookfield, WI 53005

**Aurora Wilkinson Medical Clinic**  
2808 Heritage Drive | Delafield, WI 53018

**Aurora Wilkinson Medical Clinic**  
370 Venture Drive | Dousman, WI 53118

**Aurora Wilkinson Medical Clinic**  
600 Walnut Ridge Drive | Hartland, WI 53029

**Aurora St. Luke's Health Center**  
S74 W16775 Janesville Road | Muskego, WI 53150

**Aurora Advanced Healthcare**  
N84 W16889 Menomonee Avenue  
Menomonee Falls, WI 53051

**Aurora Health Center**  
2801 W. Moorland Road | New Berlin, WI 53151

**Aurora Advanced Healthcare**  
12901 W. National Avenue | New Berlin, WI 53151

**Aurora St. Luke's Health Center**  
**Aurora Advanced Healthcare**  
14555 W. National Avenue | New Berlin, WI 53151

**Aurora Wilkinson Medical Clinic**  
1284 Summit Avenue | Oconomowoc, WI 53066

**Aurora Medical Center**  
36500 Aurora Drive | Summit, WI 53066

**Aurora Wilkinson Medical Clinic**  
36500 Aurora Drive | Summit, WI 53066

**Aurora Wilkinson Medical Clinic**  
144 E. Summit Avenue | Wales, WI 53183

**Aurora Health Center**  
W231 N1440 Corporate Court  
Waukesha, WI 53186

**Aurora Advanced Healthcare**  
N14 W23833 Stone Ridge Drive  
Waukesha, WI 53188

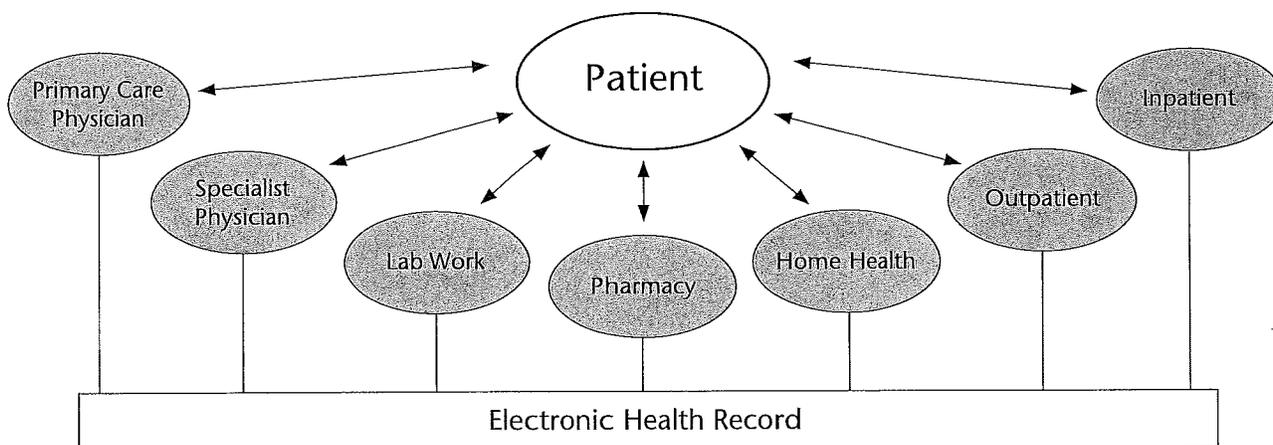


# One Patient. One Record.

*Our patients' health records follow them throughout our service area.*

Aurora's integrated delivery system is unique because it includes primary care physicians, specialists, lab services, inpatient and hospital services, pharmacies and home health services that are linked together through an electronic health record that provides a complete picture of a patient's treatment plan.

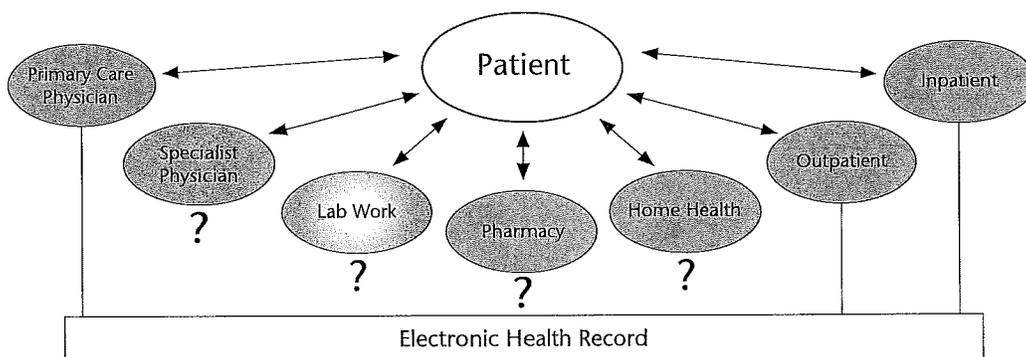
## Aurora's Fully Integrated Health Care Delivery System



## Why is Aurora's fully integrated model better for our patients?

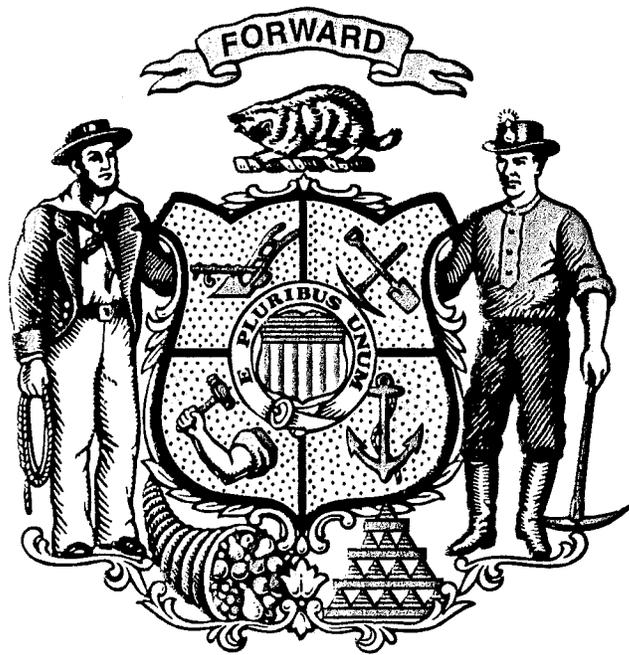
Regardless of where our patients access our services, they can count on a consistent approach to their care. Other health systems may have to duplicate tests because their providers are not connected to the same electronic health record and may be following different – and conflicting – treatment protocols.

## Other Health Systems



## Aurora is nationally recognized for our commitment to technology.

Aurora has again been named one of the "Most Wired" health care providers for the eighth consecutive year by *Hospitals and Health Networks*® magazine. The 100 "Most Wired" hospitals have higher patient satisfaction scores, lower risk-adjusted mortality rates and better results on other key quality measures because of their use of information technology.



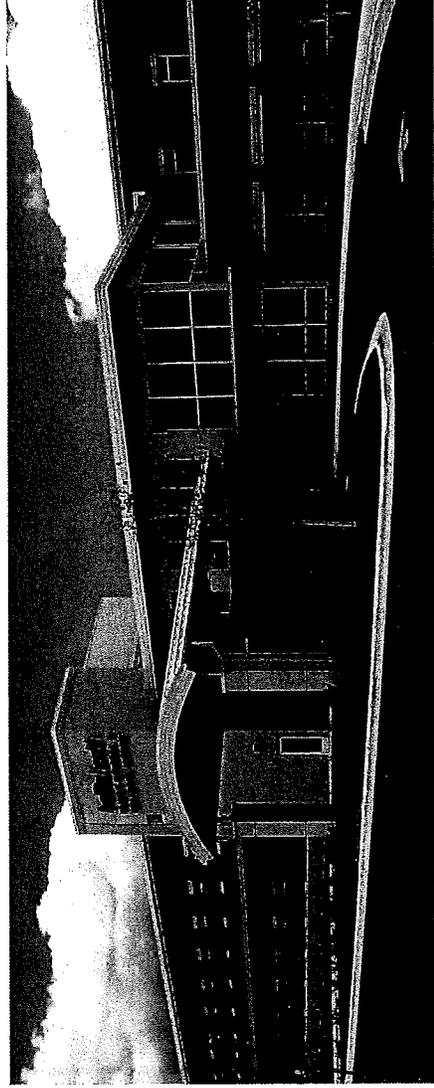
# *bellinhealth*

Transforming Health Care in Wisconsin  
Better Quality, Better Outcomes and Better Value

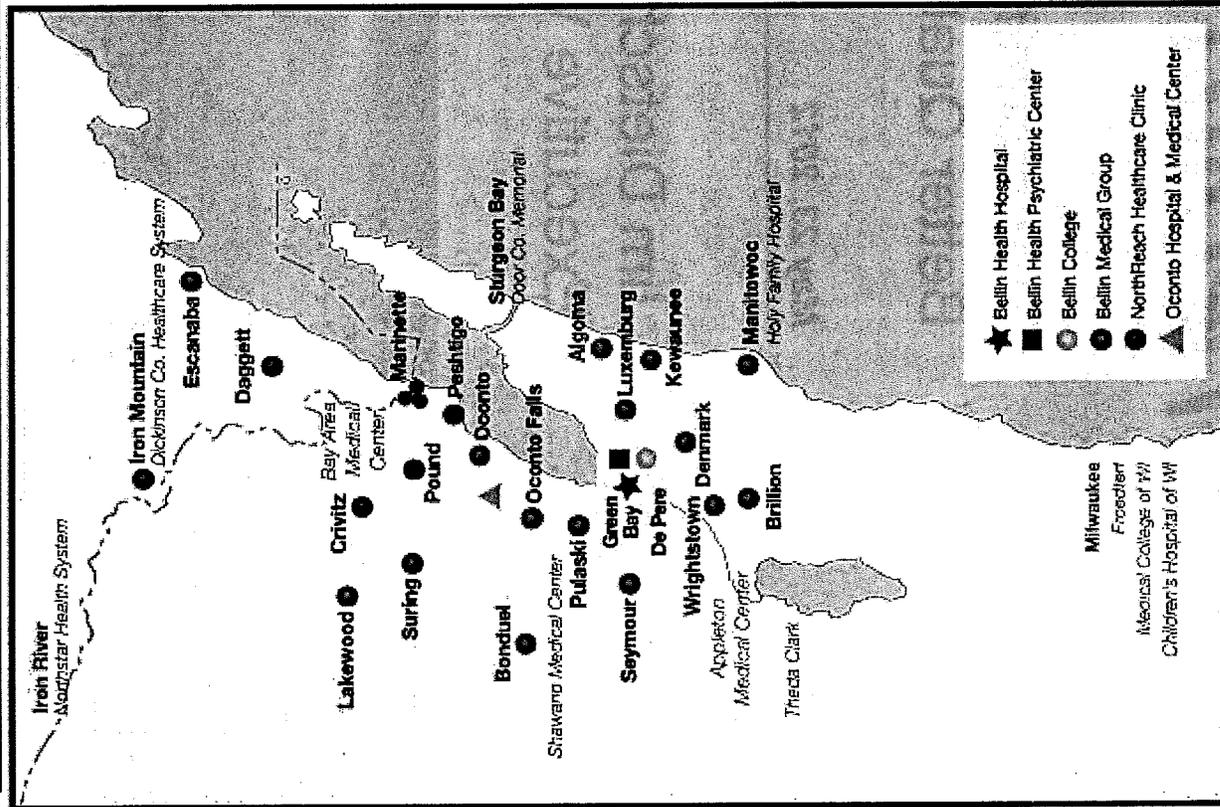
May 23, 2012

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Jim Dietsche  
Executive Vice President/Chief Financial Officer



# Bellin Health Overview



Serving a market of 600,000 people

**Bellin Hospital**, licensed as a 244 bed community hospital with proven excellence in heart and vascular care; orthopedics and sports medicine; family programs and services; and minimally invasive procedures including robotic surgery

**Oconto Hospital & Medical Center**, a critical-access hospital in Oconto

**Bellin Medical Group**, a 93-member primary care group with 34 clinic sites and proven excellence in disease management and wellness care

**Physician Partners, Ltd**, more than 170 independent specialty physicians

**NorthReach**, a 26-member primary care group managed in partnership with Bay Area Medical Center in Marinette

**Bellin Psychiatric Center**, a 55 bed free standing hospital. A dominant provider of in- and outpatient behavioral health services

**Bellin College** with baccalaureate and masters degree programs to educate and train nurses and radiologic technologists

**Unity Hospice**, providing hospice and palliative care services

**Fitness Centers**, providing fitness and wellness at 3 locations

# Vision

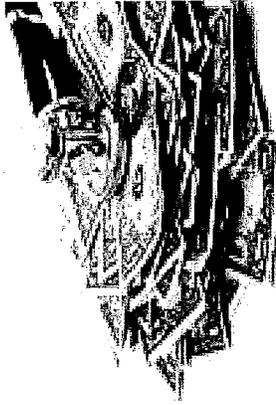
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THE PEOPLE  
IN OUR REGION  
WILL BE THE  
HEALTHIEST  
IN THE NATION.

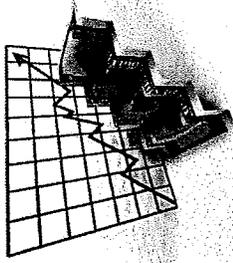
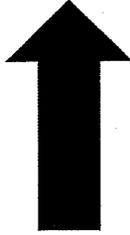
# 600K Challenge

# The Journey



**Fee for service**

**Shift in incentives**



**Outcomes (aka quality)**

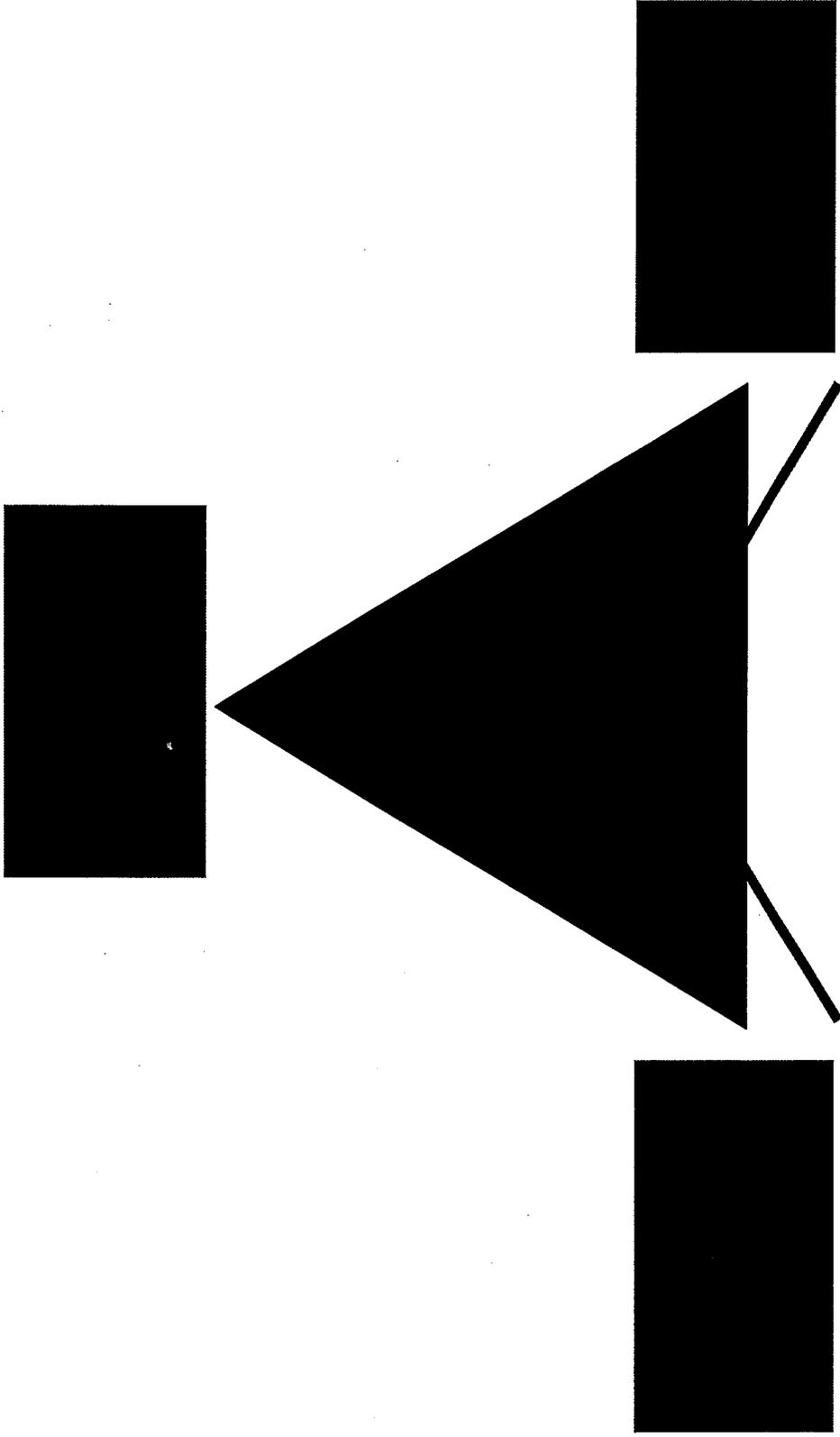
**Many different names**

- Value based purchasing**
- Accountable Care Organization**
- Bundled payments**
- Episodes of care**
- Baskets of care**

- Physician Quality Reporting System**
- Shared savings program**
- Pay for performance**
- Payment modifiers**

# Triple Aim

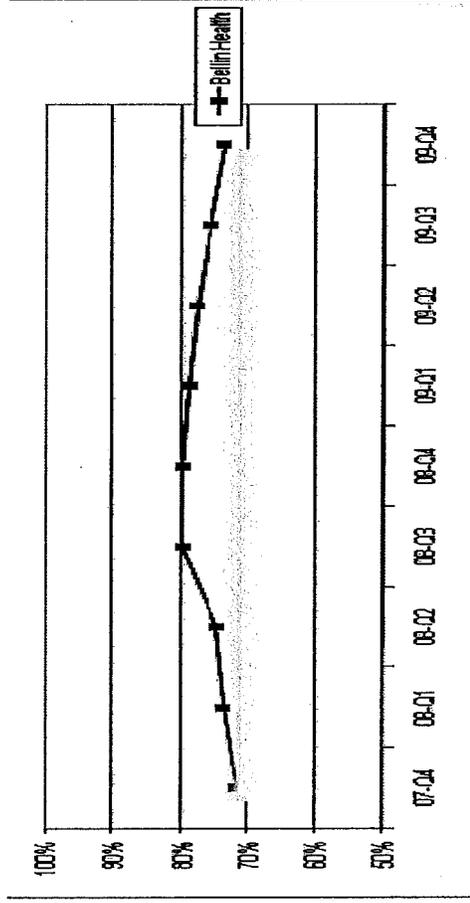
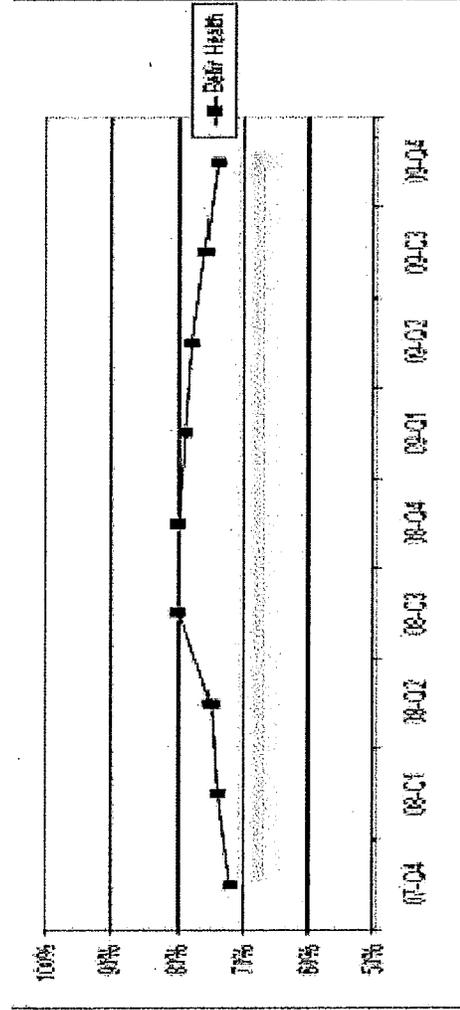
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# Experience of Care

## Patient Satisfaction (HCAHPS)

Percent of patients who gave their hospital an overall rating of 9 or 10 on a scale from 0 to 10



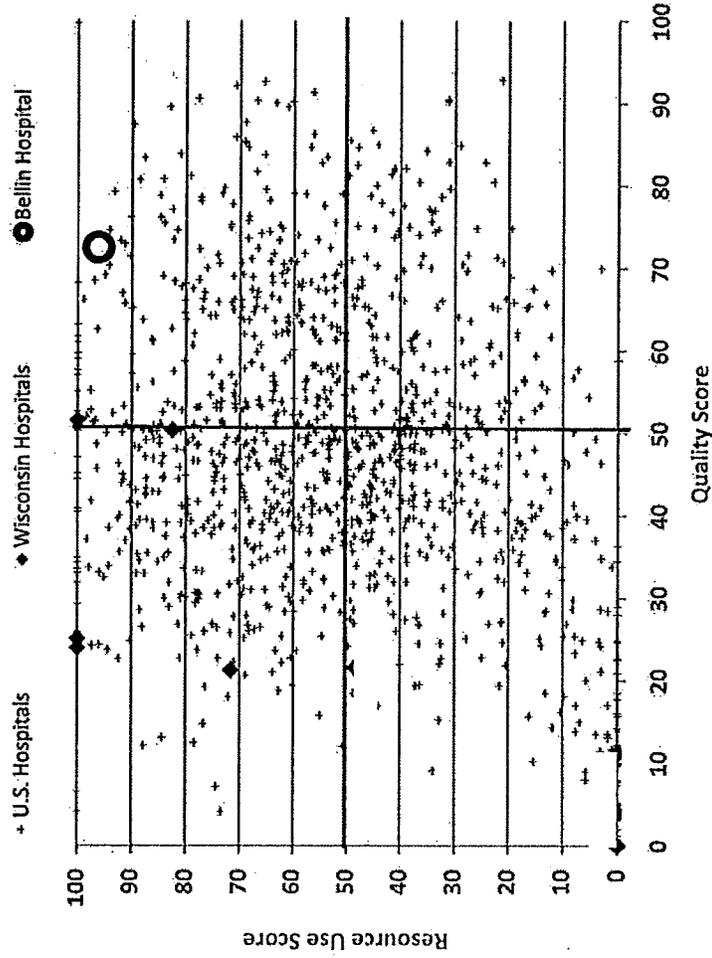
Source: The Hospital Care Quality Information from the Consumer Perspective survey data is taken from the CMS Hospital Compare web site ([www.hospitalcompare.hhs.gov](http://www.hospitalcompare.hhs.gov)).

# Experience of Care - Quality

Rate of Readmission for Heart Failure Patients **BELLIN MEMORIAL HOSPITAL** Better than U.S. National Rate

Death Rate for Heart Attack Patients **BELLIN MEMORIAL HOSPITAL** Better than U.S. National Rate

Quality and Resource Use Comparison



1,233 Days No Ventilator Assisted Pneumonia

ICU Mortality of 1.5%

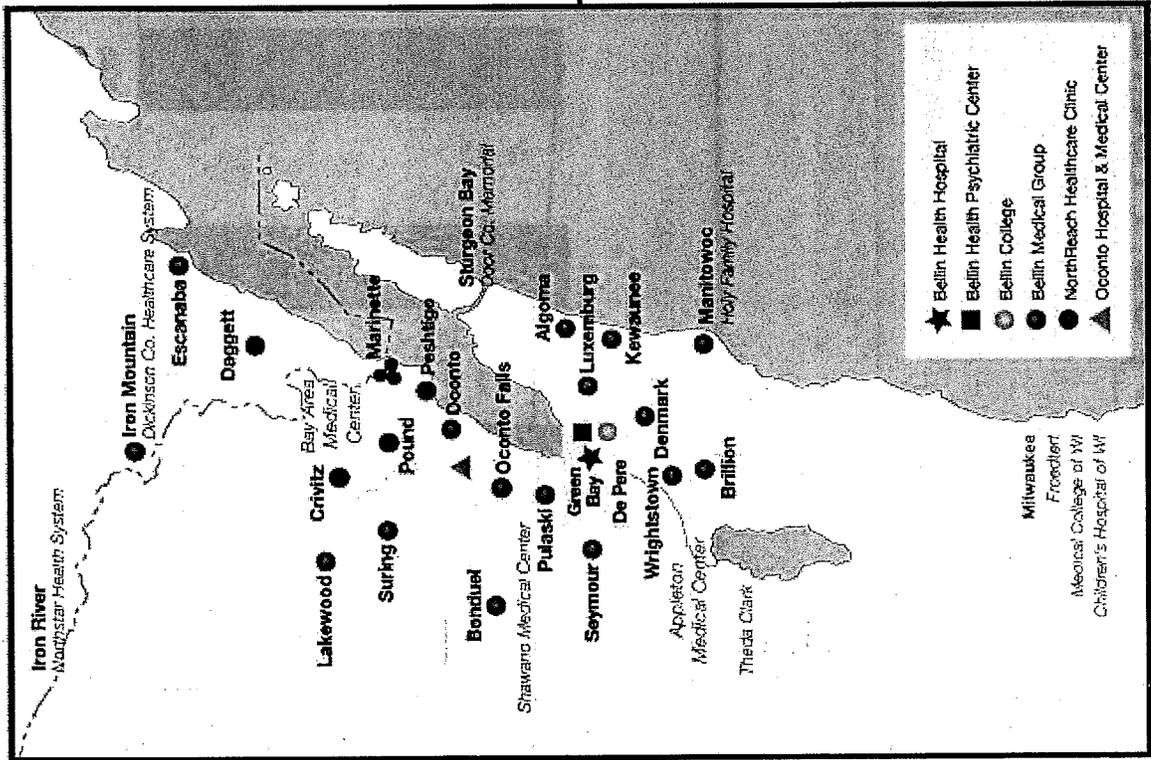
Source: Leapfrog Group for Patient Safety [www.leapfroggroup.org](http://www.leapfroggroup.org)

# Population Health

The Health of 'Our' Population*												
Survey Years	Brown County			Door/ Shawano County/ Appleton Market			Oconto/ Marinette County			Bellin's Regions		Nation Overall
	Keewaunee/ Manitowoc County	2008	2009	2010	2008	2009	2010	2008	2009	2010	Overall	
Number of Responses	151	223	398	133	125	1080	74	106	715	868		
HEALTH STATUS												
Poor or fair health	14 (7:21)	9 (5:14)	9 (6:11)	16 (9:23)	20 (11:28)	12 (10:14)	14 (6:23)	7 (5:10)	9 (5:15)	16 (9:23)	11 (8:13)	
Days of poor physical health past month, Mean (95 %CI)	13 (7:20)	8 (5:12)	11 (8:14)	15 (7:24)	17 (6:28)	12 (10:14)	4 (3:5)	2 (1:3)	3 (2:3)	5 (3:6)	3 (2:4)	
Days of poor mental health past month, Mean (95 %CI)	4 (2:7)	2 (1:3)	3 (2:4)	3 (2:5)	4 (2:6)	3 (2:4)	3 (2:5)	3 (1:4)	3 (2:4)	3 (2:5)	3 (2:4)	
Well Being Index: always getting emotional support or very satisfied with life	57 (47:66)	56 (45:67)	61 (55:67)	53 (43:63)	60 (50:71)	59 (55:63)	62 (51:73)	62 (51:74)	58 (51:66)	49 (37:60)	57 (53:62)	
HEALTH CARE ACCESS												
No health coverage	11 (4:19)	12 (0:23)	11 (7:15)	16 (9:23)	15 (5:25)	12 (9:15)	10 (0:21)	13 (5:21)	8 (3:13)	14 (6:23)	11 (7:14)	
No personal doctor or health care provider	11 (4:17)	16 (8:25)	8 (4:11)	17 (9:24)	11 (2:20)	11 (8:13)	12 (1:23)	5 (1:10)	9 (4:15)	22 (12:32)	18 (4:31)	
Health care needed but could not afford in past year	10 (3:17)	4 (2:6)	8 (5:11)	7 (2:11)	15 (6:24)	9 (6:11)	15 (6:25)	2 (0:4)	4 (1:7)	23 (4:42)	9 (3:16)	
No health visits in last 2 years	5 (1:9)	7 (1:13)	7 (4:10)	6 (1:10)	28 (14:42)	9 (6:11)	19 (12:27)	24 (13:35)	13 (9:16)	22 (13:32)	17 (14:20)	
Adults with BMI > 25 (overweight or obese)	18 (9:27)	20 (11:30)	17 (10:23)	5 (0:10)	22 (12:32)	17 (13:21)	19 (8:30)	15 (3:27)	21 (13:28)	25 (14:36)	20 (15:25)	
HEALTH FACTORS												
Adults with BMI > 25 (overweight or obese)	65 (56:74)	55 (44:65)	64 (58:70)	61 (51:71)	62 (52:73)	62 (58:66)	68 (58:79)	66 (54:77)	66 (59:74)	65 (48:82)	67 (62:71)	
	57 (45:69)	58 (43:73)	66 (59:72)	62 (48:75)	70 (56:83)	63 (58:68)						

Source:  
University of WI Population Health Institute  
www.countyrankings.org

# Per Capita Cost



**Employers  
Children & Families  
(54%)  
\$3,742/person**

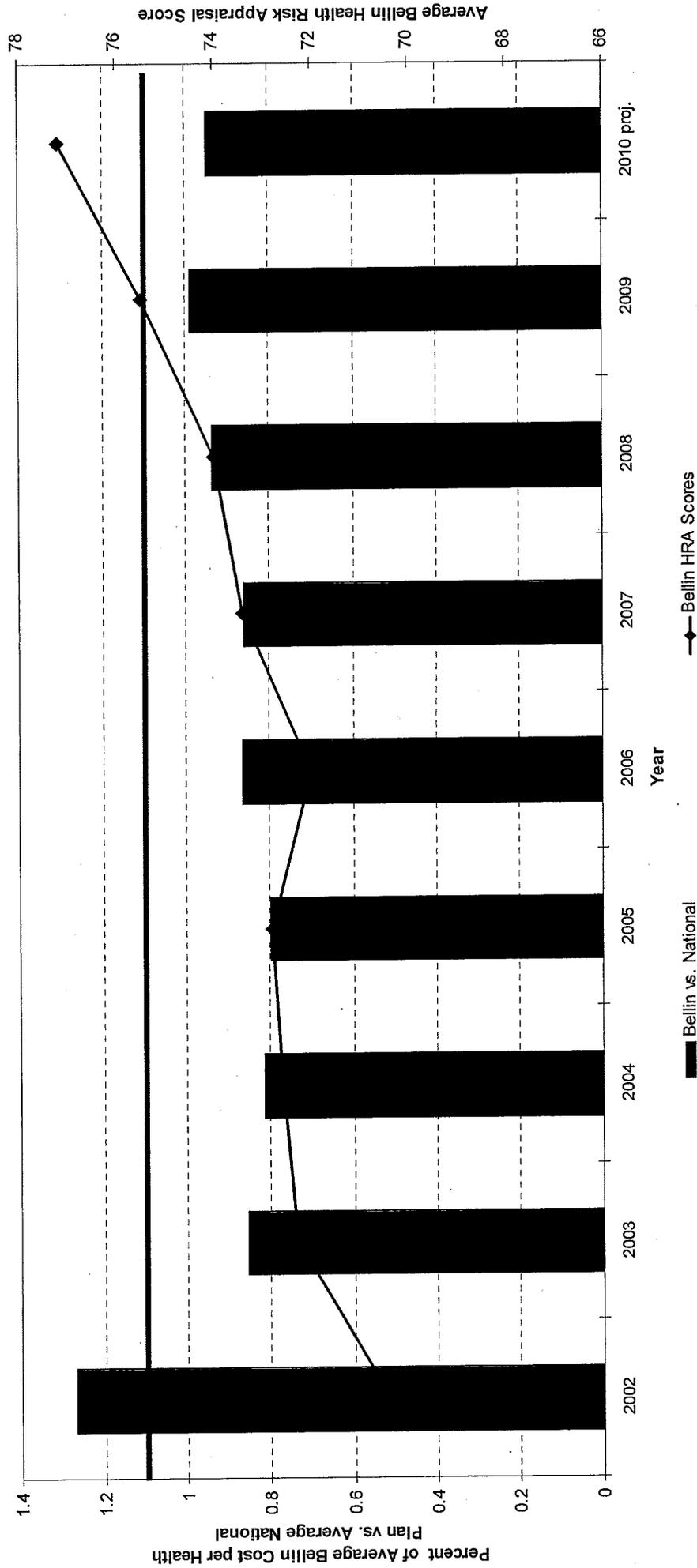
**Medicare  
(16%)  
\$6,951/person**

**Medicaid  
(18%)  
\$1,440/person**

**Uninsured  
(12%)  
\$70/person**

# Bellin's Employee Health Plan Cost and Health Measure

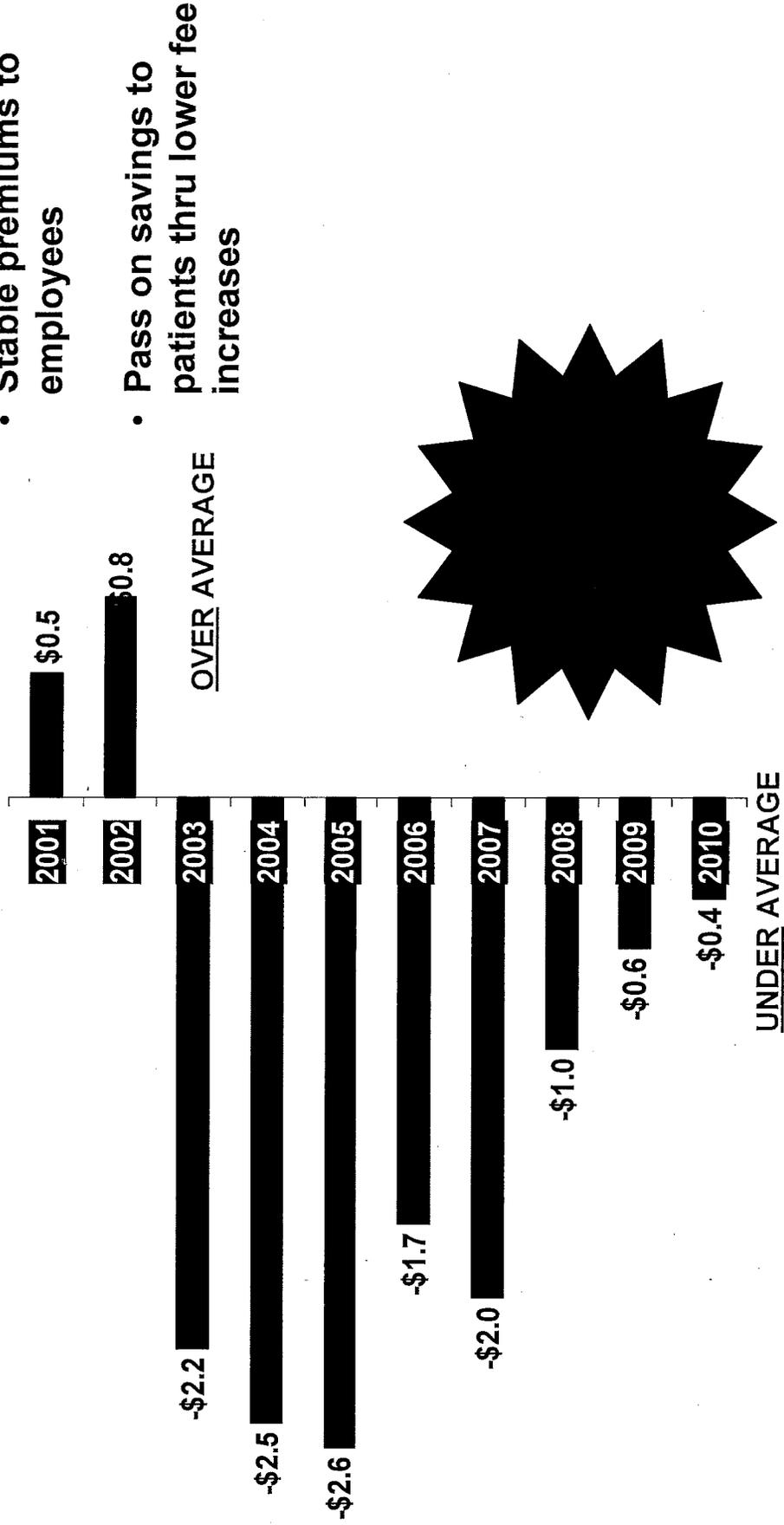
**Bellin Health**  
Health Plan Cost and Health Measure Trends



Note: Average costs based on Hewitt data

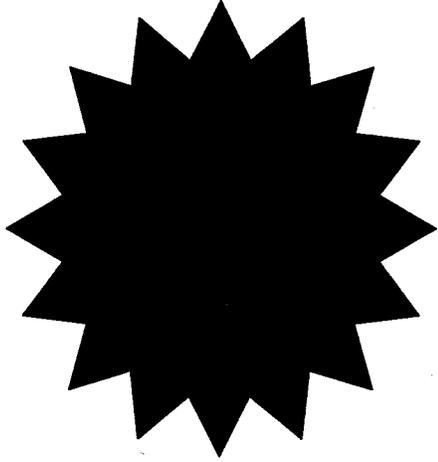
# Bellin's Employee Health Plan Results

Bellin's Cost Difference Compared to Average  
(In Millions)

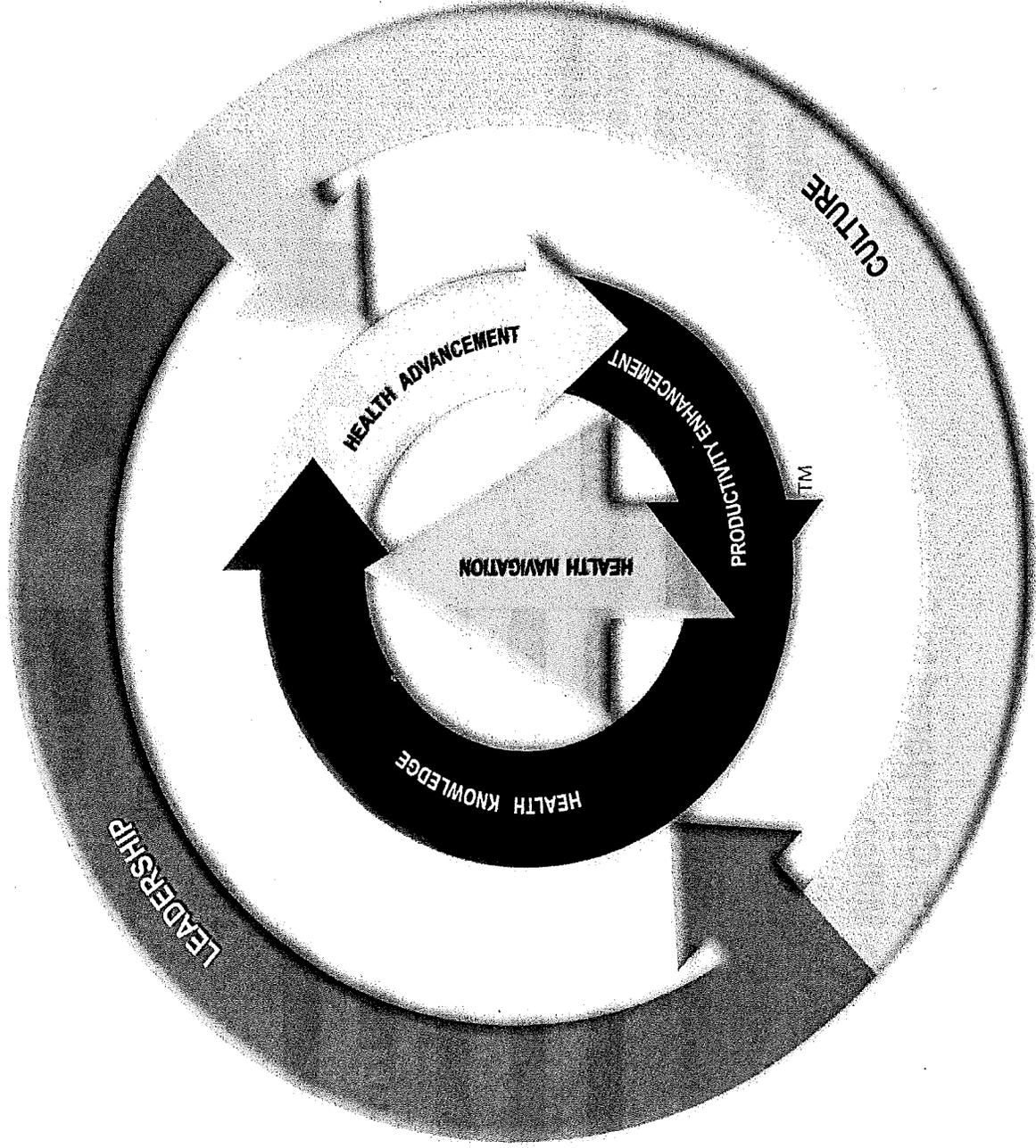


Resulting Value:

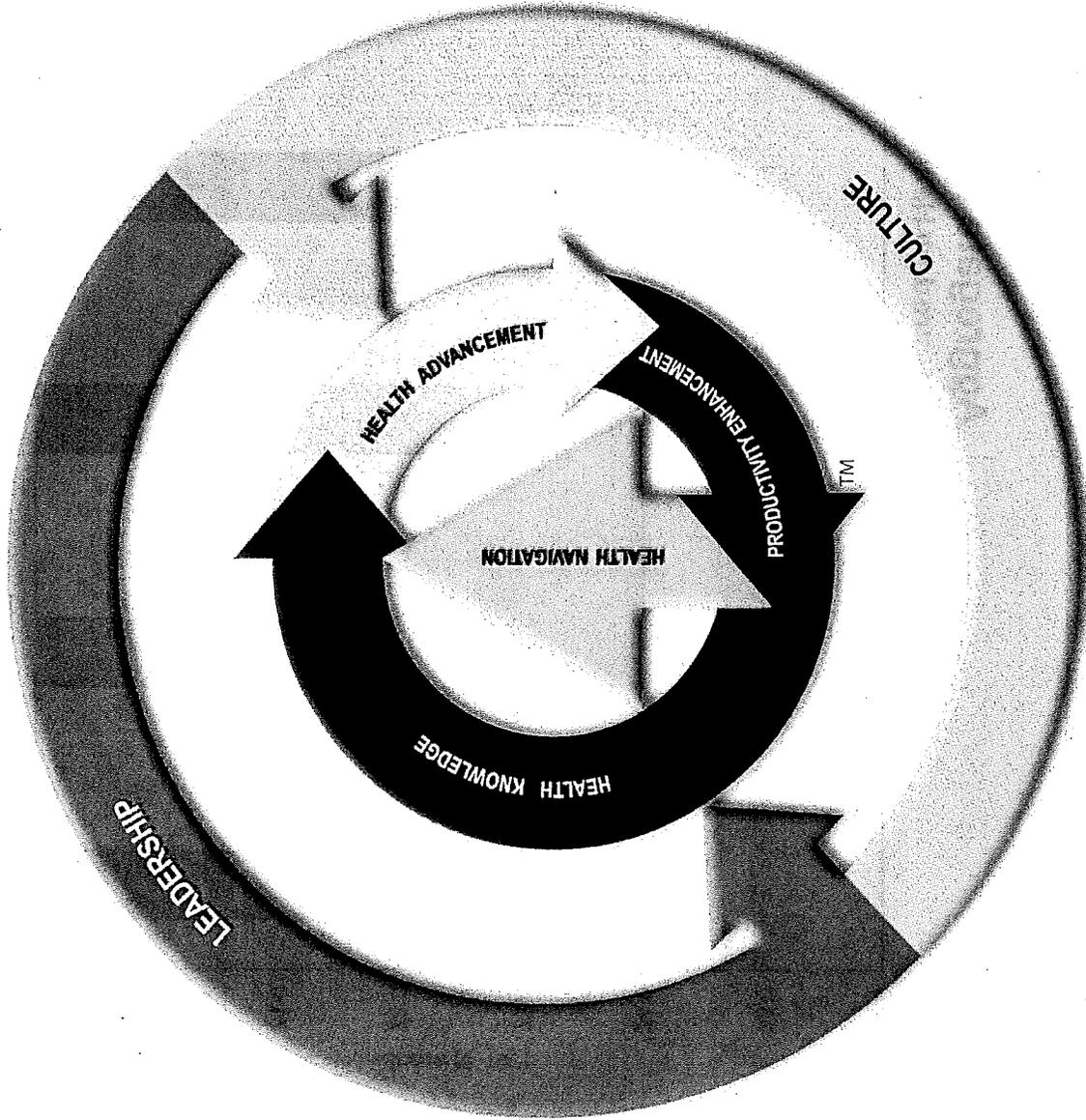
- Stable premiums to employees
- Pass on savings to patients thru lower fee increases



# The Total Health Model



# Total Health Model Study



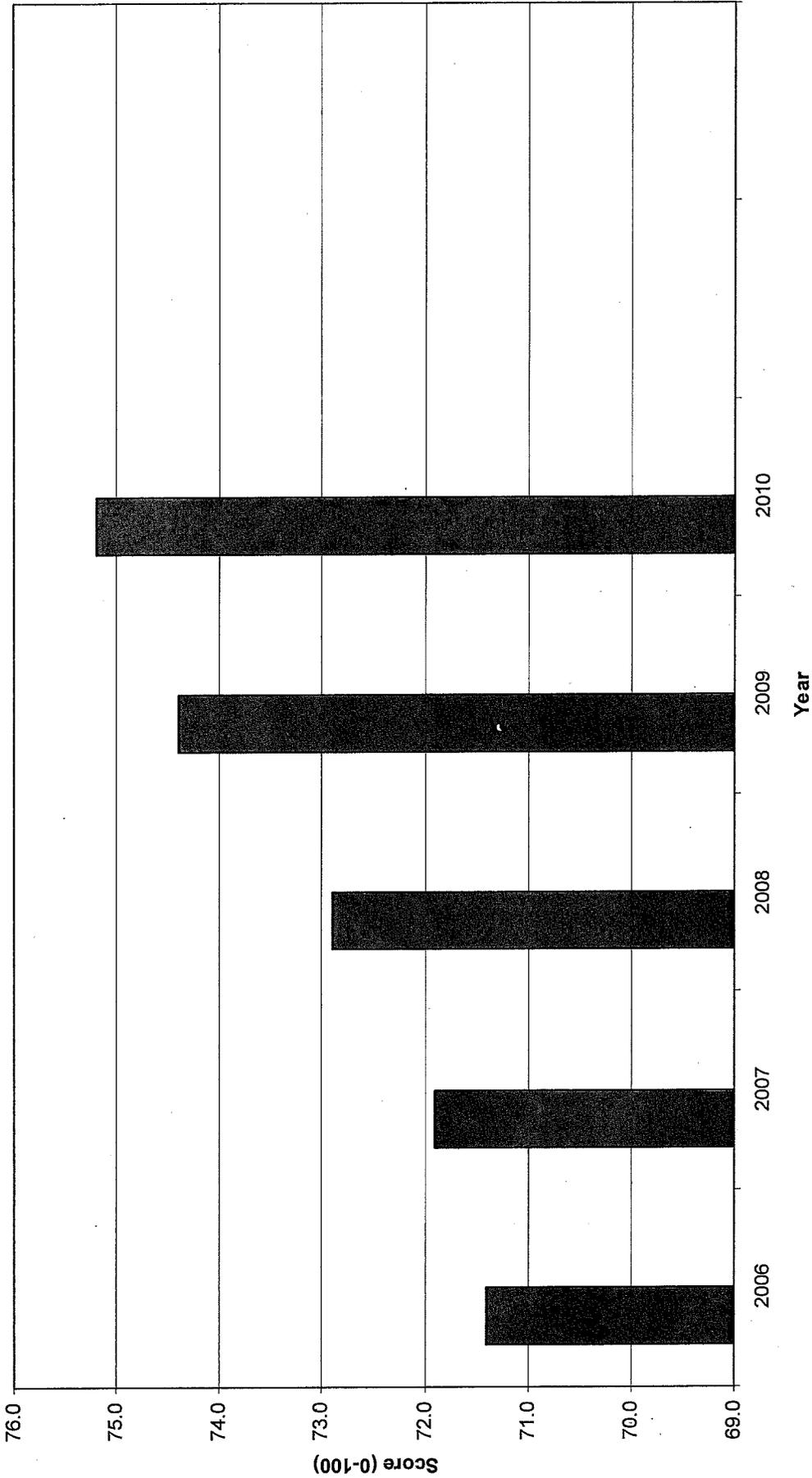
Employers with:

- CDHPs
- HRAs
- Onsite services
- Aligned Incentives
- Prevention coverage

...results 21% below cost average

# Results: Employer Health Risk Appraisal Scores

**Aggregate Health Risk Appraisal Scores**  
(Measured by Healtics: increasing score = better health)



# Health Knowledge - Listening

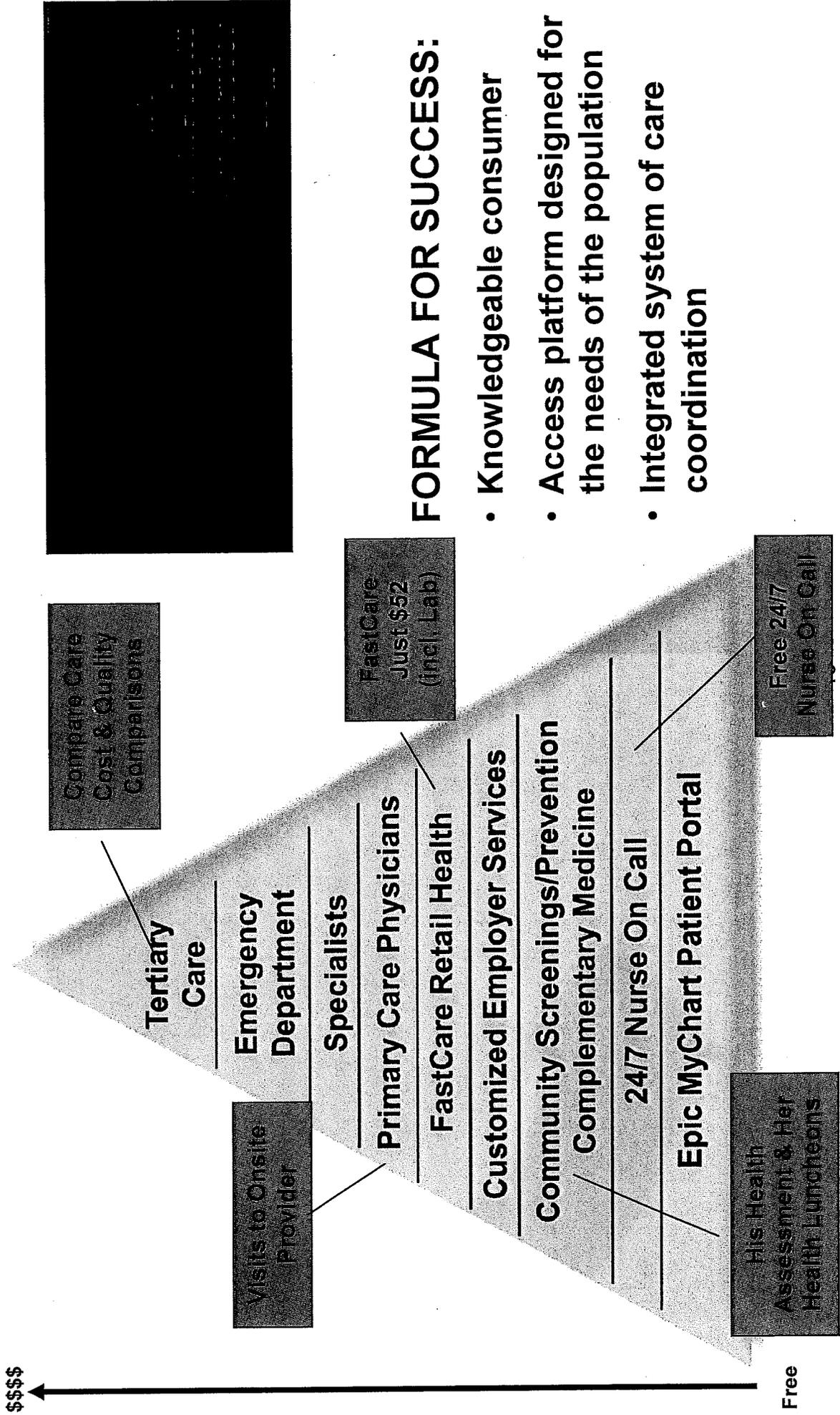


## FORMULA FOR SUCCESS

- Solution-based design, able to support and sustain desired change
- Costs
- Health status
- Employee satisfaction and experience

# Access Platform

\$\$\$\$



## FORMULA FOR SUCCESS:

- Knowledgeable consumer
- Access platform designed for the needs of the population
- Integrated system of care coordination



The Green Bay Packers

**belin**health



# Medicare Pioneer Program Characteristics

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## Attribution

- 23,000 Medicare fee-for-service beneficiaries
- Determined by E&M charges by PCP

## Financial Accountability

- Baseline expenditure vs National Baseline expenditure
- Rewards reduced utilization, improved coordination, drives innovation
- ALL claim files for our population
- Medicare Parts A&B (not Part D)

## Quality Accountability

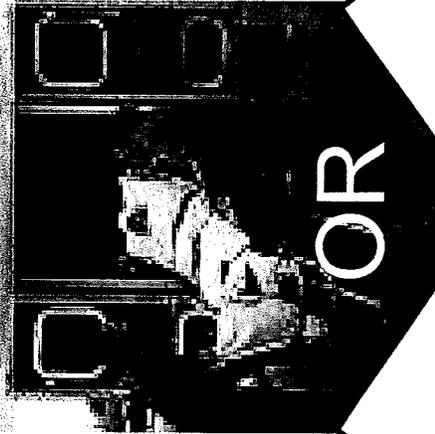
- 33 quality metrics
- National trend comparison
- Rewards improving outcomes
- Drives improvement

# A Different Approach

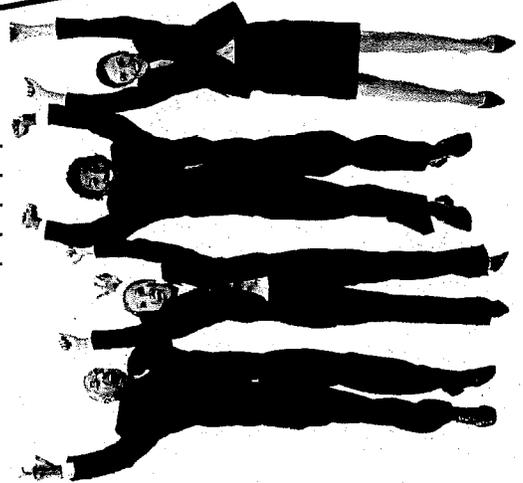
Is an Emergency Hospital Admission a...

**Good Thing!?**...

Fill a bed, take x-rays do a procedure



\$\$\$\$\$



- Missed appointment?
- Unable to get into clinic?
- Failed to fill prescription?
- Unable to get Rx refill?
- PC / specialty miscommunication?
- Patient misunderstanding
- Failure to listen to patient?
- Missed lab or x-ray report?



# Healthcare Partners Pioneer ACO (Annual Savings Per Beneficiary)

