



# 2017

Diversity &  
Inclusion

Impact  
Report

 Aurora Health Care®



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2017 marks a year of momentous growth in our Diversity & Inclusion journey at Aurora. We have furthered our efforts to reflect the communities we serve with a growing diverse workforce, improve health care disparities to build a healthier community and provide caregiver education that enables us to help each other live well. This year, many of these D&I activities sprouted throughout our system to deepen our efforts to become a more diverse and inclusive health system. Specifically, we focused on progressing D&I among three critical audiences: our community, consumers and caregivers.

## EXECUTIVE SUMMARY OF OUR PROGRESS



### Our Caregivers

- Compared to 2016, women continue to make up 63 percent of leadership and people of color leaders went from being 8 percent to 9 percent of the leadership
- Doubled the number of succession plans with diverse candidates
- Grew the number of caregivers who participated in D&I learning to 16,000

### Our Consumers

- Improved hypertension control in African-American patients by 3 percent
- Provided follow-up discharge phone calls to 2,500 patients in their preferred speaking language
- Conducted six focus groups and six studies to advance our insights on diverse consumer groups

### Our Community

- Collaborated and co-designed engagement efforts for over 1,000 youth and young professionals, which led to increased job leads and partnership growth in Aurora's north and south service areas
- Reached over 851,000 participants at arts and entertainment events, resulting in new strategic relationships and increased brand trust in emerging markets
- Reached over 851,000 participants at lifestyle events

## WHY DIVERSITY & INCLUSION?

**Leadership Support:** Aurora's D&I journey began in fall 2014 when our executive leadership identified D&I as a strategic imperative that would further our efforts to fulfill our strategic plan, which is focused on driving Best People, Best Brand and Best Value.

**Assessment Findings:** In 2015, Aurora solicited the help of an outside firm to assess our operations and recommend a foundation for a new D&I platform. The assessment findings identified many areas of improvement, including an underutilization of people of color in our workforce, lower engagement among people of color and notable differences in access to care based on language and ethnicity.

**The Path for Change:** With these findings in mind, in late 2015 we set out to address the needs of our caregivers, consumers and our broad community. We were equipped with the determination to transform communities by providing world-class and equitable access, treatment and health outcomes, and by being the employer and provider of choice for everyone. This laid out our path to operationalize D&I across our system.



# Letter from NICK TURKAL, MD



Moving Aurora Health Care forward is one of our key leadership expectations. Our Diversity & Inclusion (D&I) strategy has proven to be a key enabler for our leaders as we aspire to move Aurora forward as a nationally recognized brand that delivers the best value and employs the best people.

We have recognized that leading from an inclusive place is quite personal and has a positive ripple effect on those around us. Our D&I imperative began with the unwavering commitment of our senior executive team that was integral in defining ways we could lead inclusively and spread our efforts in our caregiver and patient communities.

This report is a single collection of a comprehensive story showcasing our efforts to heighten self-awareness, identify opportunities and develop innovative ways to make a collective impact. We have established a D&I model of raising awareness, taking ownership and action, and building relationships. This has become our approach to helping each other live well inside our walls and beyond.

*Nick W. Turkal MD.*

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



# Culture

A Culture of Diversity & Inclusion  
Starts with  
Our Caregivers



Aurora's Diversity & Inclusion caregiver-focused efforts align with Aurora's Best People priority to maintain a highly engaged workforce. Our three-pronged approach for implementing Diversity & Inclusion:

- 1 Fundamental educational and growth opportunities
- 2 Focused attention on caregiver engagement
- 3 Deployment of talent retention and recruitment strategies

## Educational and growth opportunities FOR CAREGIVERS AND PHYSICIANS



### Diversity & Inclusion education reaches over 16,000

In 2017, over 2,400 caregivers attended Diversity & Inclusion awareness presentations, bringing our total educational reach to 16,000 caregivers since the program launched in 2015. The awareness presentations and learning opportunities focused on how to:

- Incorporate inclusive behavior in work styles
- Value and leverage unique talent
- Gain the knowledge and skills to better serve all patients

Additionally, 271 physicians and advanced practice providers (APPs) completed Cultural Competency Training. This facilitator-led course offers education on health care disparities and the changing U.S. demographics. Over 79 percent of physicians and APPs that responded to the post-training survey said they would recommend this training to their peers.

### In 2017, Aurora's caregiver-focused efforts resulted in:

We focused deeper into the organization and committed to having diverse candidate slates for director and above levels in the organization and **exceeded our diverse slate goal by 30 percent.**

Compared to 2016, **women continue to make up 63 percent of leadership and people of color leaders went from being 8 percent to 9 percent of the leadership.**

Succession plans with diverse caregivers more than doubled, increasing the percentage of **women and people of color who are successors in vice president and above roles by 3 percent.**

The total number of caregivers who **participated in D&I education grew to 16,000.**

"We provided a variety of **learning solutions** to more than **16,000 CAREGIVERS** through a combination of instructor-led and self-paced online courses."

—Tiffany Strong Salaam, learning program manager, Diversity & Inclusion

### Diversity & Inclusion education lays the groundwork for closing disparities in quality of care

Beginning in late 2016, Diversity & Inclusion educational topics were added to system quality operations meetings to raise awareness about diverse patient populations. Topics included the importance of understanding health care disparities and the role of cultural competence in order to provide appropriate and relevant care. As a result of these discussions, there is a much greater understanding of the disparities impact on select patient populations.

### HR business partners on a journey to become Diversity & Inclusion champions

In 2017, a series of comprehensive Diversity & Inclusion boot camp training sessions were conducted to rapidly build our frontline HR teams across the system and to provide them with the knowledge and tools necessary to be champions of Diversity & Inclusion for our caregivers. Over 50 HR Business Partners participated in quarterly training events. This also enabled HR Business Partners to reach more caregivers more often and have greater impact on advancing Diversity & Inclusion in our culture.

### Boosting cultural competency education among recruiters

To ensure recruiting teams have the competencies they need to hire a diverse workforce, we hosted Diversity & Inclusion workshops and trainings on topics such as lesbian, gay, bisexual, transgender and queer (LGBTQ) talent recruitment, religious diversity in the workplace, weight discrimination and generational stereotypes. Since receiving the training, the recruitment team has a heightened sense of self-awareness and is demonstrating sound judgment and increased reasoning.

### New education on religion and spirituality

Aurora recognized how critically important and deeply personal the topic of religion and spirituality is to our patients, especially during end of life. To spread this awareness, Aurora launched several learning tools and opportunities to educate caregivers about differences in religion and spirituality:

- A cultural diversity calendar website that recognizes days of observance across cultures and spiritualities
- A food and work restrictions calendar to encourage leaders to make reasonable accommodations that are mindful of caregivers with different faith backgrounds
- A compilation video of our caregivers sharing their holiday traditions
- A panel discussion with Aurora chaplains from the Christian, Jewish and Islam faiths

This panel discussion drew over 50 attendees and was widely attended by physicians, clinical caregivers, and was recorded for caregivers that could not attend the panel in person

### A day of learning at the Diversity Leadership Development Institute

Aurora St. Luke's Medical Center hosted quarterly Leadership Development Institutes (LDIs) to bring leaders together for a full day of learning. The May LDI featured a panel discussion on cultural competence that generated a robust conversation about differences in religion. Feedback was so overwhelmingly positive that another session was scheduled in September to discuss unconscious bias.



“The dialogue and examples shared were **INCREDIBLY POWERFUL**. We have **generated a significant amount of momentum** and leaders are asking for more opportunities.”

—Trishya Brown, senior director, HR Business Partners

## Focused attention on CAREGIVER ENGAGEMENT



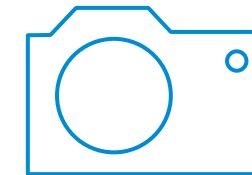
### Central region medical centers' caregiver engagement is linked to D&I focus

In 2016, Aurora Medical Center in Grafton (AMCG) and Aurora Medical Center in Washington County (AMCWC) implemented a caregiver engagement plan that included:

- Conducting a Diversity & Inclusion course for over 1,000 caregivers
- Requiring all leaders in Grafton, Hartford and Sheboygan to take the Unconscious Bias—The Truth and You training course
- Quarterly Human Resource Business Partner presentations on Diversity & Inclusion related to common caregivers issues
- Developing a process for identifying and recognizing diverse, high-performing talent at AMCG and AMCWC

### Aurora engages caregivers through imagery

In 2017, an audit of Aurora's photo assets revealed a number of gaps in the breadth of caregiver diversity at Aurora. As a result, a photo shoot was commissioned to build a library that featured our very own caregivers. Caregivers participating in the photo shoot displayed several dimensions of diversity, including not only their cultural background but also diversity in their roles, geography, age, gender and other dimensions of diversity.



The photoshoot resulted in over 50 new images that **address many of the gaps identified in the audit.**



# Talent acquisition strategies BOOST RECRUITMENT AND RETENTION



## Ensuring diverse interview slates increases opportunities for women and people of color

Across many organizations nationally, women and people of color remain underrepresented in senior leadership positions. To address this imbalance, we focused on increasing applicant and candidate diversity through active candidate sourcing and by ensuring that women and people of color are represented on candidate interview slates for open leadership positions.

Aurora leaders have also taken a more active role in recruiting by broadening the diversity of their networks and identifying potential candidates both internally and externally. By December 2017, we exceeded our diverse slate goal by 30 percent and focused our sourcing and pipeline development with 66 leadership hires. Major work has been invested in developing a diverse pipeline over the last two years with the goal of harvesting the pipeline for future hires.

## Advancing diverse slates within the Medical Group

In 2017, we set out to integrate Diversity & Inclusion efforts within the Aurora Health Care Medical Group (AHCMG) by applying a diverse slate goal for physician leaders. The goal applies to physician leadership roles, focused primarily on administrative leadership responsibilities such as chief medical officer roles. As a result of our diverse slate efforts, when compared with 2016, in 2017, we hired 3 percent more Asian physicians, .3 percent more African-American physicians and 3.5 percent more Hispanic physicians. In addition to implementing diverse slates, the AHCMG focused on identifying emerging physician leader talent and launching physician and APP cultural competency education sessions.

## Addressing the diversity imbalance in the leadership pipeline

The Talent Management goal for 2017 was to create awareness of the imbalanced representation of women and people of color on succession plans and in the leadership pipeline compared to the caregiver population across the system. To address this issue:

- Talent metrics were designed to balance emerging talent representation within two years and succession plan representation over a 3-year time span
- System processes were implemented to support intentional, ongoing development of successors and emerging talent with a focus on diverse representation
- Diverse caregivers were also given support to pursue professional development opportunities to prepare for leadership roles

In light of these efforts this year, succession plans with diverse candidates more than doubled. The percentage of people of color who are successors in vice president and above roles in 2017 increased by 3 percent, so the people of color in succession plans now matches the percentage of diverse caregivers who work at Aurora.



The people of color in succession plans for VICE PRESIDENT AND ABOVE ROLES now **matches the percentage** of people of color who work at Aurora.

## New dashboards assist leaders with relevant labor force utilization and disparities

The Workforce Strategy & Analytics team developed a Best People Dashboard that integrates relevant caregiver demographic data into key metrics. This dashboard will allow leaders to understand the overall demographic makeup of their teams, which in turn helps them understand any disparities that may exist with turnover or promotions within their area. This tool will enable the leaders and HR Business Partners to build upon the 2017 efforts to close disparities in caregiver turnover. This dashboard will be updated monthly in 2018.

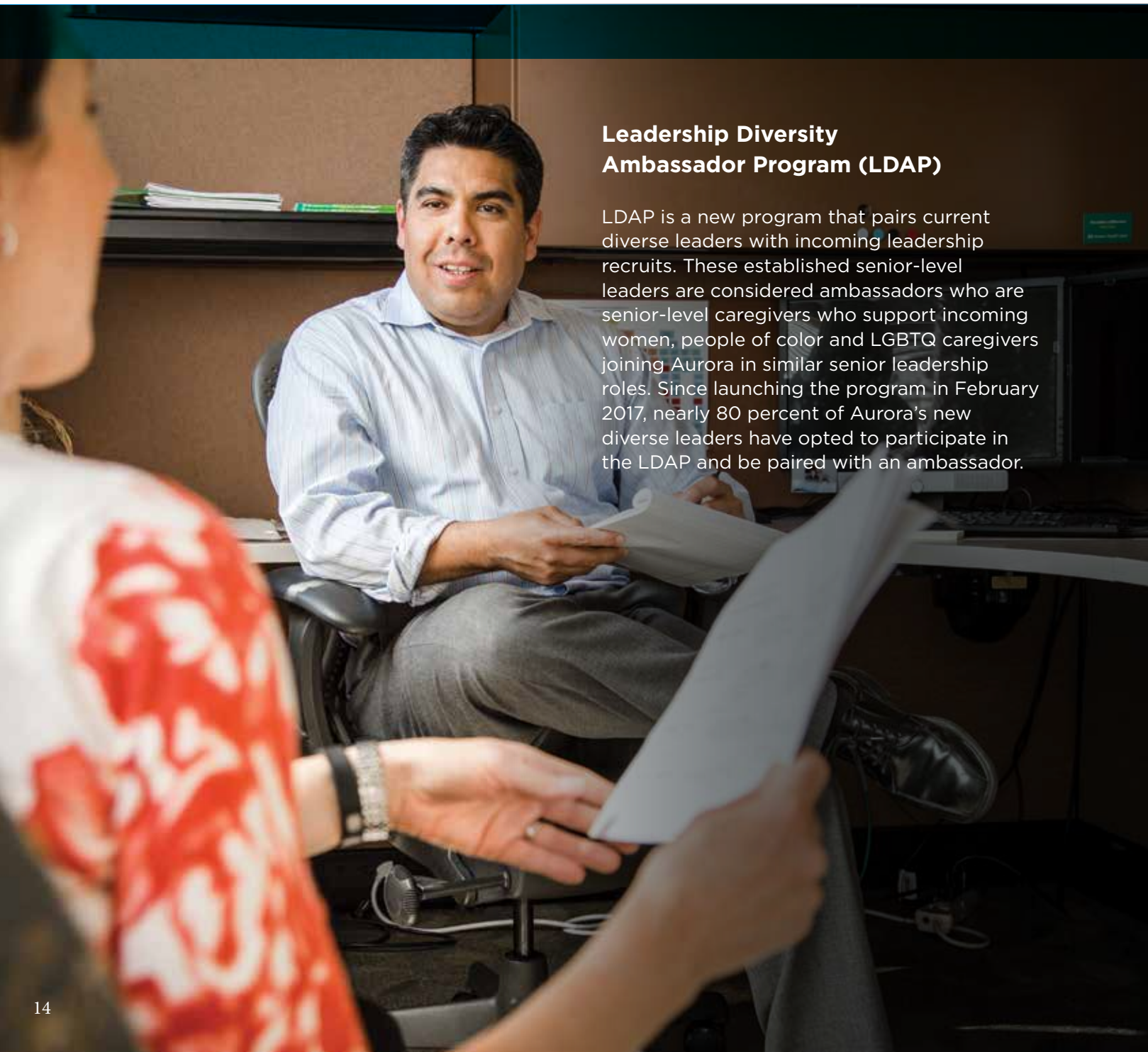
The team also effectively trained approximately 40 recruiters and 60 HR Business Partners in their use of a new dashboard that displays data for our nursing workforce. This dashboard contains the actual available labor force (RLF) for nurses by geography and integrates this data with Aurora's actual RLF utilization (segmented by gender and race/ethnicity). This allowed us to increase awareness around the available nursing workforce, forecasted department gaps and department RLF utilization by demographic group and, ultimately, has allowed us to measure our progress in aligning teams with our D&I efforts to recruit and retain diverse nurses.





Wisconsin collaborative expands Aurora's inclusion of individuals with diverse abilities

Aurora collaborated with the Wisconsin Department of Vocational Rehab (DVR) and DVR-funded training programs, including Easter Seals, Goodwill and Pantheon Industries to create employment opportunities for individuals with diverse abilities. In 2017, Aurora Medical Center in Summit provided paid internships for two workers who had completed DVR training programs. At the end of their temporary work assignments, both workers were hired. A third intern is currently participating in the program and the team is continuing to receive referrals of job-seekers interested in an Aurora internship.



Leadership Diversity Ambassador Program (LDAP)

LDAP is a new program that pairs current diverse leaders with incoming leadership recruits. These established senior-level leaders are considered ambassadors who are senior-level caregivers who support incoming women, people of color and LGBTQ caregivers joining Aurora in similar senior leadership roles. Since launching the program in February 2017, nearly 80 percent of Aurora's new diverse leaders have opted to participate in the LDAP and be paired with an ambassador.



Diversity & Inclusion groups MOVE FORWARD IN 2017

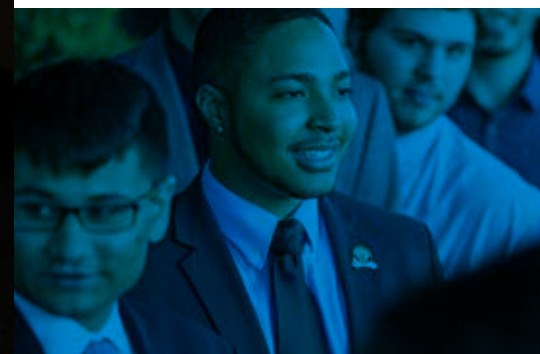
Aurora's Diversity & Inclusion recruiter workgroups made impressive strides in strengthening the Aurora brand among diverse populations and creating awareness of our commitment to inclusion. Supporting national recruitment efforts, the workgroups attended conferences for the National Medical Association, the National Hispanic Medical Association and the Gay Lesbian Medical Association resulting in a significant number of physician and clinical caregiver candidates. In addition to attending medical association conferences, there were focused partnerships with the following groups:

**American Association of Men in Nursing (AAMN)**—The AAMN Diversity & Inclusion Recruiter Workgroup joined with the Milwaukee chapter of the AAMN. The purpose of the group is to offer support, camaraderie and mentorship to men in nursing and other underrepresented areas. We added five new Aurora caregiver members to the local AAMN chapter and participated in seven local and national conferences and career fairs. We also collaborated with the University of Wisconsin-Milwaukee in an effort to reach the largest group of male nursing students in the school's history.

**Hispanic Professionals of Greater Milwaukee (HPGM)**—The HPGM Diversity & Inclusion Recruiter Workgroup established a relationship with HPGM to expand our network and talent pipeline of Hispanic professionals. Since establishing the workgroup in 2016, Talent Acquisition has hired five HPGM interns. In 2017, the workgroup also collaborated with the HPGM student group at Marquette University to plan and assemble a panel of Aurora leaders for an accounting- and finance-focused professional development event.

**National Association of Hispanic Nurses (NAHN)**—The Diversity & Inclusion Recruiter Workgroup worked with NAHN to establish a local chapter in Milwaukee. The goal of the NAHN Milwaukee chapter is to actively engage millennial students, nurses and the nursing pipeline. NAHN recruiters established relationships with high schools with large Hispanic populations across Aurora service areas to educate students about careers in nursing. The recruitment workgroup also attended the NAHN national conference and participated in a panel discussion on diversity in nursing. Together these events attracted more than 500 participants.

**National Black Nursing Association (NBNA)**—In 2017 we began working with the NBNA to better understand the community's career needs and improve our recruitment efforts. Aurora worked with the national and local chapters of NBNA, attending the NBNA conference and local NBNA chapter meetings to discuss career opportunities at Aurora.



Attending these events allowed for **broader brand recognition both locally and nationally** to REACH DIVERSE POPULATIONS and encourage them to consider Aurora Health Care as a place for employment.



### Preparing tomorrow's health care workforce

This year, Aurora joined the Center for Health Care Careers Southeast Wisconsin (CHCSeW), a consortium of health care systems in Milwaukee established to develop workforce planning strategies to ensure a sustainable workforce. The CHCSeW is collaborating with Milwaukee Public Schools (MPS) to develop and implement a focused and coordinated health care curriculum across four MPS high schools.

Through this relationship, Aurora is hosting five MPS student interns, introducing them to a variety of health care occupations and providing work-based learning experiences and mentors to provide coaching and feedback. In addition to the internships, Aurora clinicians have been guest speakers in the classroom, talking about their experience and fostering interest in health care careers.

### New fellowship program expands, attracts diverse candidates locally and nationally

Last summer, in collaboration with NEWaukee, a social architecture firm, we launched a new talent pipeline strategy program called Make it in Milwaukee (MiiM), which focuses on attracting diverse student candidates from outside of Wisconsin, as well as retaining young Milwaukee-area talent through an immersive three-day adventure.

The goal of the program is to proactively engage potential new hires with what it would mean to choose a career in health care and to change the perception of the city of Milwaukee among millennials. The pilot program attracted over 200 resumes and 16 students from five universities were accepted to participate in the new recruiting experience. As part of the MiiM experience, candidates were introduced to Aurora caregivers in positions ranging from nursing to information and medical technology to finance. They toured facilities, job shadowed and were interviewed for internships and full-time roles. Offers for internships and full-time positions were extended to 11 students and 10 were accepted, achieving twice the pilot goal of five new hires.

Student recruitment for 2018 began in October 2017 and the Recruiting team has already received more applications than were received in the spring pilot program.



**"Aurora has revolutionized** how you bring people into a company. It makes getting a job FUN AND COOL, rather than a chore."

—Christian M., MiiM participant

### Breakfast of Champions



One of Aurora's most popular internship events is the **Executive Leadership Team Breakfast**. This event provides an opportunity for Aurora executives to get to know our interns—who come from programs such as INROADS, MKE Fellows and the Hispanic Professionals of Greater Milwaukee—and provides the interns with a one-on-one networking opportunity.

## The internship EXPERIENCE



Since 2016, 17 corporate interns, mostly from historically underrepresented groups, have participated in the following development sessions to help them prepare for entering the workforce.

**Professional Development Day.** Clinical and nonclinical caregivers at different levels of the organization talked with students about career paths and the variety of opportunities available in health care. Aurora caregivers also discussed their career journey, including the challenges they faced, and shared tips for being successful in an internship and early in their career.

**Interviewing Skills and Resume-Building Workshops.** Talent Acquisition team members talked with students about building and formatting their resume, social media presence, and what Aurora and other organizations look for when reviewing resumes. Aurora recruiters provided interviewing tips for both clinical and non-clinical positions, answered questions and offered candid individual interview and resume feedback for students.

**Team Building.** Interns were invited to attend a Milwaukee Brewers baseball game along with Aurora recruiters, leaders and mentors. This event strengthened intern engagement and led to a number of job shadows. Aurora also collaborated with local companies for an intern-driven kickball game and other team-building events.

**Intern Mentors.** In 2017, Aurora launched a mentorship program that trains and pairs former interns, who are now caregivers, with current interns. The purpose of the program is to provide the interns with an informal support system. The mentorship program also offers caregivers an opportunity to lead and grow.

**Intern Recognition Luncheon.** The Aurora internship experience culminates with a recognition luncheon where interns present their goals and accomplishments. In 2017, 75 people attended the recognition luncheon, including intern managers, mentors and Aurora leaders.

### Intern survey summary

Aurora Health Care internship experience was above average	92%
Work environment, colleagues/managers and type of work key to enjoying the experience	92%
Work is very or somewhat substantive and meaningful	100%





# Consumer

By Listening and Engaging Diverse Communities, Aurora is Starting to Close Health Disparity Gaps

Aurora's 2017 consumer focus involved three key areas:



- 1 Researching and improving health care disparities
- 2 Incorporating diversity within consumer insights
- 3 Evolving our service offerings for diverse populations



These efforts resulted in several substantial gains, including:



- 1 Top quartile care management scores in hypertension for African-American patients at the Aurora Health Center-Midtown
- 2 Of the 20,000 patients discharged from Aurora St. Luke's Medical Center, each of the 2,500 patients who required the assistance of an interpreter received a discharge phone call in their preferred speaking language, leading to a 13 percentile point patient experience improvement over last year
- 3 Successful development of an LGBTQ health care strategy team, along with the launch of six focus groups, a survey of LGBTQ Wisconsin residents and insights work with an LGBTQ consulting firm



# Researching and improving HEALTH CARE DISPARITIES



## Continued efforts to close clinical disparities

Across the system in 2017, we continued to work on two identified clinical disparities: average length of stay in both men and African Americans and blood pressure control for African Americans.

When we started, the average length of stay disparity between men and women was 6 percent and the disparity between African Americans and white patients was 4 percent. By the end of 2017, we showed a 5 percentage point improvement in length of stay for men and we closed the 4-percent disparity gap for African Americans. In addition, blood pressure control showed a 5 percent gap for African Americans and by the end of the year, we showed a 3 percent improvement in this disparity.

## A cultural lens on care improves our approach to care management

When surveying the various demographic groups that are diagnosed with hypertension, African-American patients made up 12 percent of hypertension patients in Aurora's Greater Milwaukee South region. Despite this small makeup at the regional level, in some Aurora clinic locations such as the Aurora Health Center-Midtown, African-American patients made upwards of 90 percent of all hypertension patients. Recognizing this high population of African Americans, clinicians and clinical caregivers acknowledged the need to redefine their approach to health by examining cultural and social factors that contribute to the disproportionate figures. As a result, the Aurora Health Center-Midtown saw top quartile care management scores in hypertension, which drastically reduced this health disparity.

Similarly, we applied a cultural lens to our work at the Aurora Sinai Family Care Center and the Aurora Walker's Point Community Clinic. Both locations serve distinct patient populations; the Aurora Sinai Family Care Center serves a large African-American patient population and the Aurora Walker's Point Community Clinic serves a population of patients that have limited English proficiency, along with refugee patients from countries such as Myanmar and Somalia. By reevaluating each patient's relationship with health care through a cultural lens, the clinics earned impressive 3.6 and 3.5 care management scores (out of a 4 point scale), respectively. These care management scores showcase our ability to offer a patient-centered approach to care that helps patients manage their medical conditions more effectively.



“There are multiple paths to health and we tend to unconsciously move patients through the path that is most comfortable for us. **Not all patients are able to achieve the traditional path to health**, but there is A PATH TO HEALTH FOR EVERYONE. We need to make sure that we are creative enough to **find a different path that works for each patient we serve.**”

– Jacob Bidwell, MD, director, Aurora Health Care GME Programs





### Centers for Medicare and Medicaid Services recognize Aurora's health disparity research

Aurora was proud and honored to have our medical resident research recognized by the Centers for Medicare and Medicaid Services (CMS), Office of Minority Health (OMH) in 2017. Caregivers Will Lehmann, MD, program director of family medicine, and Deb Simpson, PhD, medical education program director, were interviewed by the CMS, OMH regarding the health disparity research studies conducted at Aurora. The two studies, which looked at the disparities in colorectal cancer screening and how improved service efficiency decreases racial disparity for diabetes patients, caught the attention of the OMH as promising practices they wanted to learn more about to inform case studies and share with the CMS community.

Drs. Jake Bidwell and Deb Simpson are currently leading a research study that looks at stimulating a culture of well-being in the clinical learning environment.



**“We are impressed with the accomplishments** that you and your staff have achieved in **DECREASING DISPARITIES** related to colorectal cancer screenings and diabetes care.”

— Centers for Medicare and Medicaid Services (CMS)  
Office of Minority Health (OMH)

### Aurora's clinical journal shines a light on health disparities research

In response to rising national interest in this important topic, Aurora's Journal of Patient-Centered Research and Reviews launched a two-part series dedicated to discoveries regarding health disparities and inequities.

The first issue focused on original research conducted by nationally noted authors and includes articles such as:

- Life Expectancy at Birth in Milwaukee County: A Zip Code-Level Analysis
- Patient-Centered Outcomes Measurement: Does It Require Information From Patients?
- Health Care Disparities Knowledge, Attitudes and Behaviors in Resident Physicians
- Measuring the Impact of Patient-Engaged Research: How a Methods Workshop Identified Critical Outcomes of Research Engagement

The first issue also featured a quality improvement article on using practice facilitators to improve chronic pain management processes in underserved rural communities. The second installment of the series is scheduled for publication in early 2018.

## Incorporating diversity within CONSUMER INSIGHTS



### Listening to diverse patients through consumer insights

In 2017, we released six studies with a focus on capturing data from diverse consumer segments, including:

- 1 Annual brand study
- 2 Brand affinity study
- 3 Consumer attitudes study
- 4 LGBTQ community focus group study
- 5 Obstetrics study
- 6 Children's health care selection focus group study





### Aurora Health Share Panel diversity continues to expand

The number of diverse panelists serving on the Aurora Health Share Panel continued to grow in 2017. The research panel includes over 5,000 patients who participate in online surveys to help us better understand consumer needs and behaviors. This year, we nearly doubled the number of Hispanic patients on the panel going from 140 to 271. African-American patient participation increased by more than 30 percent going from 275 to 367 panelists, and for the first time, we added 182 LGBTQ panelists this year.

### Expanding Aurora Spanish-speaking clinical care

The only fully bilingual Spanish-speaking cancer clinic in Wisconsin continued to grow and expand services in 2017. A registered nurse, social worker and psychotherapist were added to the care team to help patients coordinate their care and meet their cultural needs. The clinic has also launched a Spanish-speaking support group for families.

In 2017, the cancer clinic also hosted an open house, spread health care awareness and education at a Mexican Fiesta exhibit, and received support through the CineLatino sponsorship with Marcus Theaters.

Our Spanish-speaking primary care clinic in Oshkosh is also a growth area for Aurora. With the addition of Patricia Morales, MD, to the clinic staff in late 2016, there is a more concentrated focus on outreach efforts to enhance community awareness and education.



## Evolving our service offerings FOR DIVERSE POPULATIONS

### Aurora reaches out to learn more about the LGBTQ community

In the spring, we collaborated with a third-party consulting firm, Community Marketing, Inc., to conduct an online survey of 384 LGBTQ Wisconsin residents to gain insights into the health needs of the community and identify potential participants for a more extensive qualitative research study.

In the fall, Aurora launched an LGBTQ steering committee. The steering committee further collaborated with Community Marketing, Inc., to conduct one caregiver focus group and five consumer focus groups to learn more about the health care needs of the LGBTQ community in eastern Wisconsin. Based on the feedback we received from the LGBTQ focus groups, we are working to improve our operations to be more inclusive of the needs of the community.

The committee established new sponsorships and renewed existing relationships with community groups, including Wisconsin LGBT Chamber of Commerce, Milwaukee LGBT Community Center, Cream City Foundation, Diverse & Resilient and AIDS Resource Center of Wisconsin.

### Enhancing growth planning with a D&I lens

In 2017 we embedded Diversity and Inclusion into all Aurora growth planning processes across the system. We identified more than 20 initiatives for 2018, reflecting areas of diversity that include age, gender, race and ethnicity. Memory and Alzheimer's care, men's health and a Hmong health care outreach evaluation are some of the 2018 initiatives that will lay the foundation for the future as the needs for these populations continue to grow.

### An increased focus on civil rights awareness

In 2017, we instituted a program that monitors patient discrimination complaints, works to ensure patient civil rights are respected, and aids in creating a culturally intelligent, inclusive environment throughout our system. The civil rights coordinator position was converted to a full-time position to facilitate this important work. The civil rights coordinator works with Legal, Risk Management, Compliance, and other departments to create a collaborative, interdepartmental approach that addresses access to care and process improvement, and promotes cultural intelligence among caregivers. Since implementing this integrated model, we have seen improvement in civil rights awareness and an increase in patient access to necessary tools and resources, such as interpreter services.

### Interpreter services work to ensure every patient's voice is heard

Of the 20,000 patients discharged from Aurora St. Luke's Medical Center, each of the 2,500 patients who required the assistance of an interpreter received a discharge phone call in their preferred speaking language. This led to a 13 percentile point patient experience improvement over last year. This impacted English and Limited English Proficient patients. The effort included many languages such as Spanish, Hmong, Arabic, American Sign Language, Rohingya and more. In response, patients have commented on how comforting it is to be able to talk with a person in their own language and how it has helped them better understand their plan of care.







# Community

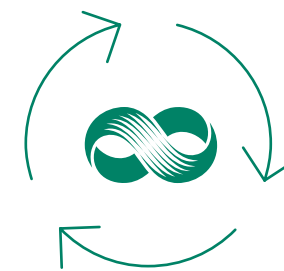
Strengthening Our Collaborations as  
We Better Understand  
Our Community

In 2017, we reinforced and expanded the relationships we established in 2016 and continued to look for new opportunities with organizations who share our passion for D&I, health and wellness. Our goal is to be active with organizations and events, and on issues that are critical to building relationships in our community. We focused our community efforts in four key areas:

- 1 Development for youth and young professionals
- 2 Wellness through lifestyle events
- 3 Elevating our voice for change
- 4 Growth in supplier diversity



Through our community engagement and supplier diversity efforts, Aurora has:



- 1 Engaged more than **800,000** festival goers through sponsorship of **Summerfest's Latin Music Day**
- 2 Launched a new **STEM curriculum program** through a collaboration with the Kenosha Unified School District
- 3 Hosted Aurora's first **Supplier Diversity Symposium** and Trade Fair for over **120** attendees
- 4 Contracted **two new diverse suppliers** totaling a combined annual spend of **\$7 million**





# Community engagement DEVELOPMENT FOR YOUTH AND YOUNG PROFESSIONALS

### 2017-2018 STEM Partnership with the Kenosha Unified School District

For the 2017-2018 school year, Aurora collaborated with the Kenosha Unified School District (KUSD) to facilitate a science, technology, engineering and mathematics (STEM) curriculum for high school students interested in the medical field. Leaders from Aurora Medical Center in Kenosha developed the program to include STEM curriculum topics, including EKG reading, MRI applications and career success in STEM. In August, Aurora hosted 25 KUSD high school students for a career exploration day at Aurora Medical Center in Kenosha.



“This summer, our African-American Male Initiative group had AN OPPORTUNITY TO LEARN ABOUT HEALTH CAREERS from Aurora professionals and tour the facilities. **We are grateful for our partnership with Aurora and the opportunities that our students are receiving from these dedicated health care professionals.**”

— Cheryl Kotche, CTE coordinator, Kenosha Unified School District

### Hidden Figures and STEM career panel discussion with high school students

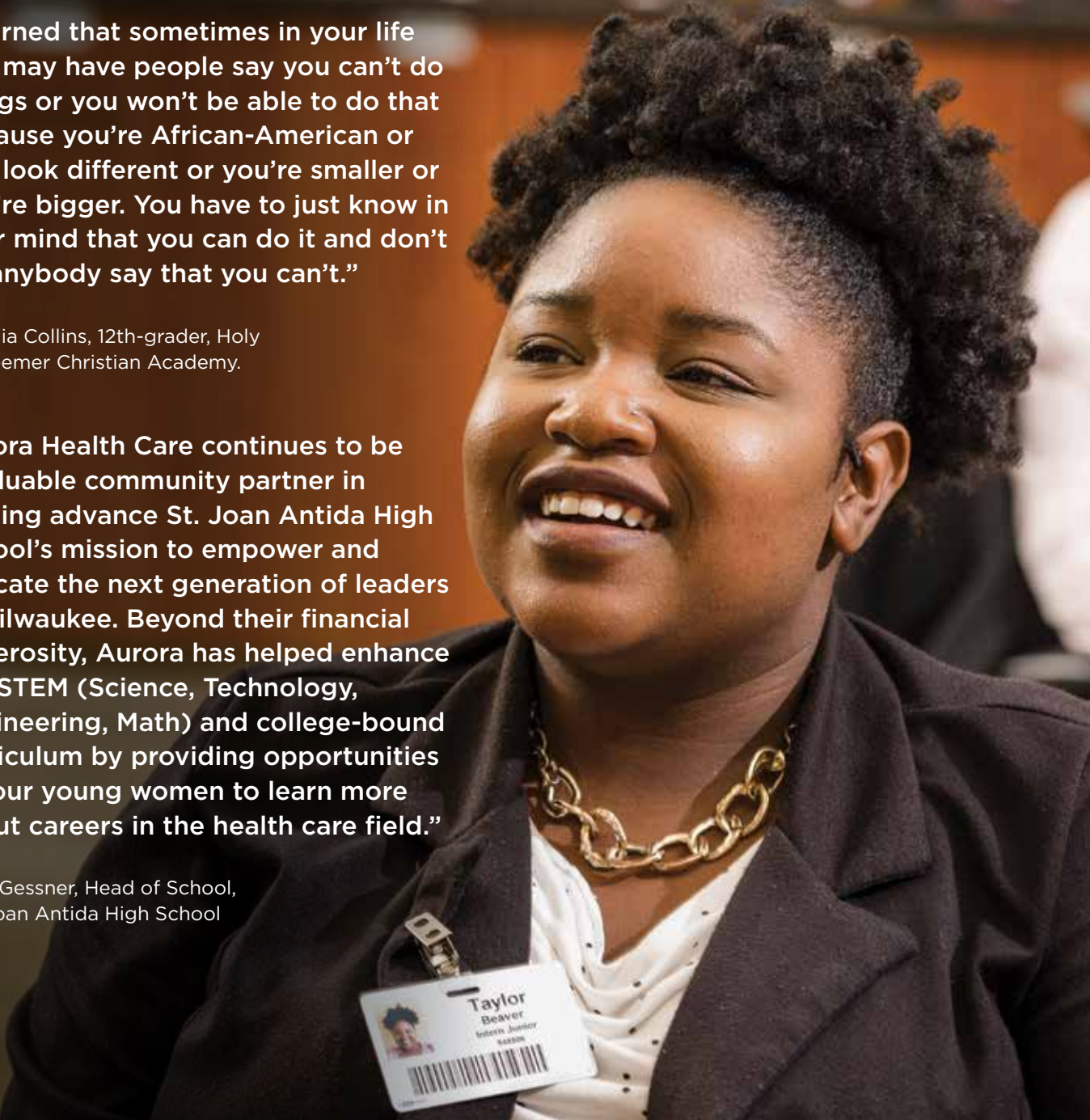
Aurora hosted more than 700 students from seven Milwaukee-area, West Bend and Hartford Union high schools at two private showings of the film Hidden Figures, an award-winning movie about three brilliant African-American women who helped turn around NASA’s space program in the 1960s. Following the film, students heard from Aurora leaders, physicians and nursing caregivers about how their health care career allowed them to use STEM skills similar to those of the women in the film.

“I learned that sometimes in your life you may have people say you can’t do things or you won’t be able to do that because you’re African-American or you look different or you’re smaller or you’re bigger. You have to just know in your mind that you can do it and don’t let anybody say that you can’t.”

—Genaia Collins, 12th-grader, Holy Redeemer Christian Academy.

“Aurora Health Care continues to be a valuable community partner in helping advance St. Joan Antida High School’s mission to empower and educate the next generation of leaders in Milwaukee. Beyond their financial generosity, Aurora has helped enhance our STEM (Science, Technology, Engineering, Math) and college-bound curriculum by providing opportunities for our young women to learn more about careers in the health care field.”

—Paul Gessner, Head of School, St. Joan Antida High School



### Fellowship Open

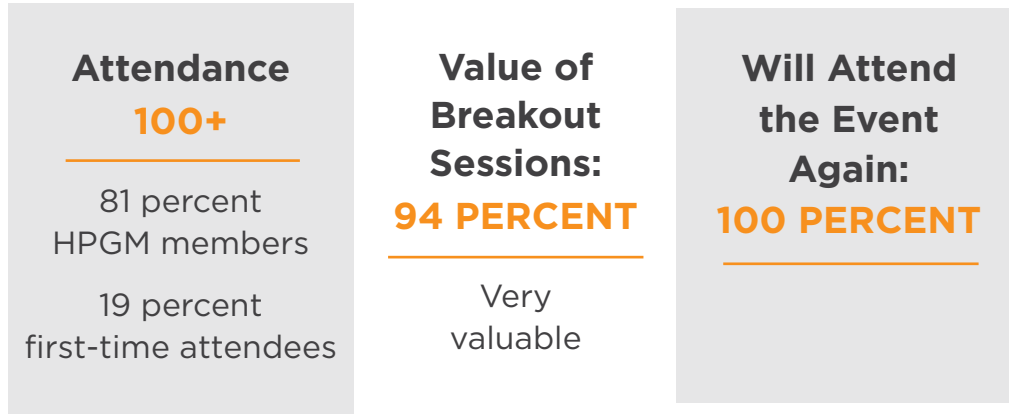
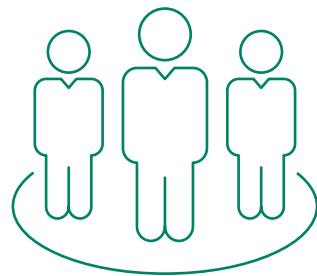
Aurora sponsored the 2017 Fellowship Open in Milwaukee. This annual fundraising tournament’s mission is to support organizations that have a meaningful and demonstrable impact on the lives of young people in Milwaukee. In its 11-year history, the open has touched the lives of thousands of young people in the arts, technology and career readiness. Eight Aurora leaders participated in this year’s open.



**Conexiones with the Hispanic Professionals of Greater Milwaukee**

Conexiones brought together members of the Hispanic Professionals of Greater Milwaukee (HPGM) and diverse professionals to engage in workshops about leadership and career development. Now in the second year of our collaborative partnership with HPGM, we are building Aurora's Diversity & Inclusion footprint and supporting Latino professionals' career development throughout greater Milwaukee.

**Conexiones by the Numbers**



“HPGM is proud to call Aurora Health Care A PARTNER IN OUR MISSION to create a diverse pipeline of talent for our region. Through collaborative efforts, including events and education initiatives, **Aurora has helped open doors to career development opportunities for both our student and professional members.**”

— Griselda Aldrete, president and CEO, Hispanic Professionals of Greater Milwaukee

**NAAAP Professional Development and Networking Conference**

Aurora is a proud sponsor of the National Association of Asian-American Professionals (NAAAP). The NAAAP promotes career advancement and leadership development for Asian-American professionals through networking, demonstrating respect for Asian multiculturalism, and supporting diversity and community service. In March, Aurora collaborated with NAAAP to host its annual Professional Development and Networking Conference. Over 100 Hmong professionals attended the event and Erickajoy Daniels, senior vice president of Aurora's Diversity & Inclusion, was a panelist at the conference.

In April, Aurora sponsored and attended the Hmong National Development Conference in Milwaukee. The learnings from this conference inspired Aurora Sheboygan Memorial Medical Center President Dave Graebner to provide leadership job shadow opportunities and to turn to his Hmong caregivers to ensure inclusive patient care in the hospital.

**Community engagement**  
WELLNESS THROUGH  
LIFESTYLE EVENTS



**CineLatino Milwaukee Film Festival with Marcus Theatres**

More than 5,000 moviegoers and social media followers learned about the Aurora Cancer Care Spanish Clinic, health care services and career opportunities when Aurora served as presenting sponsor of Marcus Theatres' inaugural CineLatino Milwaukee Film Festival. Marcus Theatres donated 50 percent of the proceeds from the event to the Aurora Foundation to support health and education efforts led by the Aurora Cancer Care Spanish Clinic.

**Summerfest with American Family Insurance**

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

“In 2017, Summerfest celebrated a 50-year legacy founded on the idea that summer fun should be accessible to our entire community. Through events like Latin Music Day, our partner **Aurora Health Care stepped forward to honor and support this mission.**”



This AUTHENTIC APPROACH TO EXTENDING THE SUMMERFEST EXPERIENCE showcases variety in music, food, and family fun, and also demonstrates the Aurora commitment to a diverse and healthy community.”

—Sarah Smith Pancheri, VP, Sales and Marketing, Summerfest



### PrideFest with Milwaukee LGBT Community Center and the Wisconsin LGBT Chamber of Commerce

Ten caregiver volunteers from Aurora Cancer Care provided health screenings, resources and wellness opportunities to more than 5,000 of the 38,000 attendees at this year's PrideFest. Supporting the event provided new community awareness of Aurora's support in the LGBTQ community.

In addition, Aurora sponsored the Milwaukee LGBT Community Center Really Grand Fridays and 20th Anniversary Big Night Out Gala. Aurora also sponsored the Cream City Foundation's annual Business Equity luncheon in September and the Reviving the Dream gala in March.

### Hmong New Year Celebration

Aurora sponsored the Hmong Friendship Association's 2017 Hmong New Year celebration at the Wisconsin State Fair Expo Center in Milwaukee. The organization's mission is to improve the quality of life for Southeast Asian refugee families by promoting self-sufficiency and preserving the Hmong heritage. Every year the event draws over 8,000 participants from across Wisconsin and the United States.

“Aurora Health Care CARES FOR OUR COMMUNITY. They walked their talk and were able to **share many resources and services with our community through a mutual respectful partnership.** We value your friendship and partnership and hope to continue working with you for many years to come.”

—Lo Neng Kiatoukaysy, executive director, Hmong American Friendship Association



## Community engagement A VOICE FOR CHANGE

### On the Table with Greater Milwaukee Foundation and OneMKE

This event was hosted in collaboration with OneMKE in support of the Greater Milwaukee Foundation's call for a region-wide On the Table event on Oct. 17. Aurora's On the Table was attended by more than 100 leaders sharing a meal and engaging in meaningful conversations in a unique and authentic dinnertime setting. Participating organizations included the United Way of Greater Milwaukee and Waukesha County, Hmong American Women's Association, Milwaukee LGBT Community Center, Wisconsin LGBT Chamber of Commerce and Mount Mary University.

### 50-Year Ache with the Milwaukee Journal Sentinel

For the 50th anniversary of Milwaukee's open housing marches, Aurora sponsored the Milwaukee Journal Sentinel's efforts to bring together community leaders and activists to see where we stand today on segregated housing and the many issues behind the riots of 1967.

### Women's Leadership Events with the University of Wisconsin-Milwaukee and Professional Dimensions

Aurora supported the University of Wisconsin-Milwaukee Women Leaders Conference and sponsored a four-part Health of the Community lecture series presented by Professional Dimensions. The series attracted approximately 225 attendees and included a discussion about leadership and closing the confidence gap, led by Aurora Central Region Executive Vice President Carrie Killoran and a presentation on mental health conducted by Aurora Psychiatric Hospital President Pete Carlson.

“Together, we crafted an informative series covering the wide-ranging aspects of community health that included CRUCIAL NEIGHBORHOOD INITIATIVES, hard truths about our behavioral health system and the importance of talking about race and racism with our children. **Our collaboration with Aurora, a pillar in our community, continues to enhance our impact on the advancement of women and girls in Milwaukee.**”

—Johannah Karstedt St. John, Director of Operations, Professional Dimensions

### Baby Expo with Racine Kenosha Community Action Agency

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



# Supplier Diversity moves forward BUILDING NEW RELATIONSHIPS



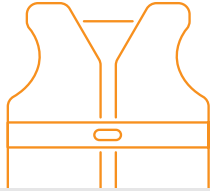
### A year of growth

The goal of supplier diversity at Aurora is to use our purchasing power to provide opportunities for local businesses owned by diverse individuals, including women and people of color. In 2017, we made great strides developing and executing on:

- New processes to ensure we are attracting and contracting diverse businesses
- Requirements for our key suppliers to subcontract diverse suppliers as part of their contracts with Aurora
- Supplier diversity training and communication plans (internally and externally)
- Strategic procurement opportunities that can drive increased spending with diverse suppliers



Supplier diversity is a business strategy that ensures a diverse supplier base for the procurement of goods and services. The end result is a stronger, more inclusive and secure business community overall.



	2017	2016	Percentage of increase/decrease vs last year
<b>Facilities and Construction</b>	\$8,115,229	\$7,000,000	+15%
<b>Supply Chain*</b>	\$22,482,717	\$14,321,663	+57%
<b>Total Aurora SD Spend*</b>	\$30,597,946	\$21,321,663	+44%

\*Includes Indirect (2nd Tier) supplier spending not captured in 2016.

### Aurora welcomes South Coast Paper and Zones Technologies as suppliers

In 2017, Aurora contracted two nationally recognized new vendors.

**South Coast Paper:** We selected South Coast Paper to provide copy paper across Aurora. South Coast is the only diverse provider of copy paper in the United States. Our annual spending on copy paper is more than \$1 million.

**Zones Technologies:** Zones Technologies is our new supplier of Dell laptops and other computer supplies. Our annual spending with Zones is expected to be about \$6 million.

### Helping small business owners learn to be high-performing minority businesses

Aurora provided tuition support that enabled two diverse suppliers to attend the “Building a High-Performance Minority Business” session at the Tuck Business School. This week-long training program for diverse business owners is sponsored by Dartmouth College and the Healthcare Supplier Diversity Alliance (HSDA). Approximately 30 diverse business owners from across the United States attended the event.



“Thank you for allowing me to participate in the Tuck Program for “Building a High-Performing Minority Business.” I returned to work this week with A WHOLE NEW LEVEL OF ENERGY! **It was undoubtedly an opportunity of a lifetime.** I was able to fully consider all of my processes, tools and techniques. I thoroughly appreciated the chance to “brainstorm” with other entrepreneurs who are also invested in growing their organizations to new heights.”

—Wendy Koppel, president, Division 10 Personnel



### First Annual Healthcare Diversity Sourcing Summit

Aurora proudly sponsored the first health care diversity summit presented by the North Central Minority Supplier Development Council (NCMSDC) in Milwaukee. Aurora joined other local institutions to help diverse suppliers understand how to do business with health systems. Over 100 people attended panel discussions and networking opportunities.

### Aurora initiates Supplier Diversity Symposium

In the fall, we hosted our first Supplier Diversity Symposium and Trade Fair for over 120 attendees. This event provided an opportunity for Aurora to bring together our largest construction and architectural suppliers with diverse vendors and share information about current and future projects.

### Milwaukee Metropolitan Association of Commerce Business Council Luncheon

The Milwaukee Metropolitan Association of Commerce Business Council luncheon provides strategic mentoring and resources for minority businesses to pursue corporate contracts. The luncheon attracted more than 300 participants, enabling Aurora to expand our contacts with diverse business owners.

### Wisconsin Business Opportunity Trade Fair

Aurora's procurement team attended the Wisconsin Business Opportunity Luncheon and Trade Fair to connect with diverse suppliers and pursue new business relationships. The event included an innovative "matchmaking" interview session that resulted in one supplier being invited to Aurora for further consideration.

### Building business for African-American-owned businesses

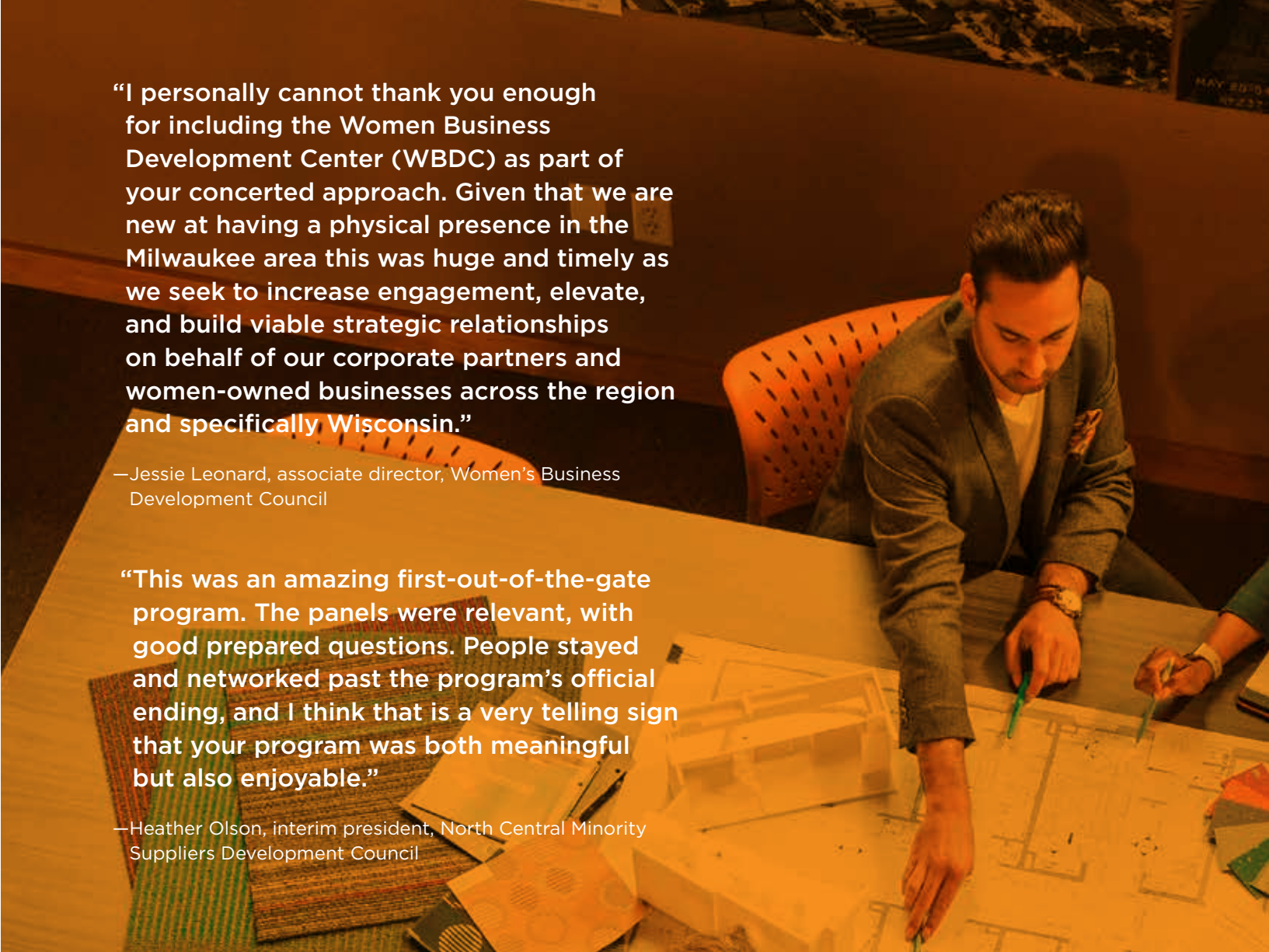
Aurora participated in a panel discussion to help African-American business owners understand how health systems procure goods and services. The event was designed to help members of the African-American Chamber of Commerce increase sales.

### AACCW Breakfast of Champions

To support the African-American business community, Aurora joined 450 attendees at the African-American Chamber of Commerce of Wisconsin's (AACCW) 2nd Annual fundraising breakfast.

## New Supplier Diversity Partnerships in 2017

- African-American Chamber of Commerce
- African-American Leadership Development Program
- City of Milwaukee Office of Small Business Development
- Healthcare Supplier Diversity Alliance
- Milwaukee Metropolitan Association of Commerce
- National Association of Minority Contractors (WI)
- North Central Minority Supplier Development Council
- Women's Business Council



"I personally cannot thank you enough for including the Women Business Development Center (WBDC) as part of your concerted approach. Given that we are new at having a physical presence in the Milwaukee area this was huge and timely as we seek to increase engagement, elevate, and build viable strategic relationships on behalf of our corporate partners and women-owned businesses across the region and specifically Wisconsin."

—Jessie Leonard, associate director, Women's Business Development Council



"This was an amazing first-out-of-the-gate program. The panels were relevant, with good prepared questions. People stayed and networked past the program's official ending, and I think that is a very telling sign that your program was both meaningful but also enjoyable."

—Heather Olson, interim president, North Central Minority Suppliers Development Council





## 2017 AWARDS AND RECOGNITIONS

### **Milwaukee Business Journal, Community Partner Award**

– Aurora Health Care

### **On Mogul, Top 100 Innovators in D&I**

– Cristy Garcia-Thomas, Chief Experience Officer, Aurora Health Care,  
and President, Aurora Health Care Foundation

### **Milwaukee Business Journal, Women of Influence**

– Erickajoy Daniels, Senior Vice President, Diversity & Inclusion,  
Aurora Health Care

### **White Men as Full Diversity Partners, Courageous Leader Recognition**

– John Newman, MD, FACS, President,  
Aurora Medical Center Oshkosh

### **Daily Reporter, Diversity in Business Honoree**

– Erickajoy Daniels, Senior Vice President,  
Diversity & Inclusion, Aurora Health Care

## Looking AHEAD



We have accomplished so much in two years thanks to the ownership of thousands of caregivers at Aurora who helped to execute and drive Diversity & Inclusion strategies. Thank you to each and every one for the progress that we have made as indicated by this 2017 Impact Report. As we look at the road ahead, we know we have more to accomplish:

- Launch an LGBTQ health care strategy
- Establish a robust talent pipeline through recruiting and development
- Build our supplier diversity program
- Continue our work to close health disparities
- Ensure representative diverse voices in our consumer insights and patient advisory panels
- Offer Diversity & Inclusion education for physicians and residents
- Tie our community strategy to our market growth efforts
- Focus on multicultural marketing

I look forward to what lies ahead as we continue our journey as a diverse and inclusive health system.

**Cristy Garcia-Thomas**

Chief Experience Officer, Aurora Health Care  
President, Aurora Health Care Foundation



