

Report to the Community





Froedtert Health is a regional health care organization made up of Froedtert Hospital, Milwaukee; Community Memorial Hospital, Menomonee Falls; St. Joseph's Hospital, West Bend; and Froedtert Health Medical Group, Waukesha and Washington counties. Joining the capabilities of an academic medical center affiliated with The Medical College of Wisconsin, two community hospitals and a primary and multi-specialty physician group, Froedtert Health delivers highly coordinated, cost-effective health care to residents of southeastern Wisconsin and beyond.

Vision

Froedtert Health will be the region's premier health care choice for consumers, physicians, staff and volunteers, and will achieve this vision by:

- Partnering with The Medical College of Wisconsin to become a nationally renowned academic medical center while advancing community-based services and improving health care in the Froedtert Health service area
- Expanding access to compassionate, patient-centered care distinguished by leadership in technology and scientific advances
- Becoming a market leader through innovative programs recognized for high-quality care, service excellence, superior outcomes and cost-effectiveness
- Collaborating with physicians to create a preferred environment for practice and strategic partnerships
- Being an action-oriented organization known to provide workplaces that attract and support the highest caliber of staff

Mission

Froedtert Health will advance the missions of its members and, in collaboration with physicians and others, will enhance the well-being of the individuals and communities it serves through:

- Innovative community-academic partnerships
- Excellence in care and service
- Progressive medical research and education
- Relationships that respect and respond to the unique needs of others

Values

Our Froedtert Health values are:

- Excellence in care and service
- Collaboration and not competition
- Compassion and respect
- Stewardship of scarce community resources

On the Cover: *Working together to care for our communities are: Stefanie Parker, RN, Community Memorial Hospital; Rick Melsheimer, RN, St. Joseph's Hospital; Sunita Khambatta, MD, Froedtert Health Medical Group; Sharron Coffie, RN, Froedtert Hospital; and Joseph Bovi, MD, Medical College of Wisconsin*



Letter from Leadership

A regional health care organization, Froedtert Health is founded on a shared commitment that joins community hospitals, physicians and clinicians with an academic medical center affiliated with the Medical College of Wisconsin. Partnership is a hallmark of our organization and remains a fundamental principle that guides the work we do every day.

We offer consumers a choice that is unique in the region, pairing community-based care with the leading medicine of an academic medical center. Building on that foundation, Froedtert Health is evolving into an integrated organization that offers consumers a total health approach to care – prevention, coordination, and empowerment.

As a health system, we value our alignment with our physician partners. The Medical College has been an important partner for us since Froedtert Hospital opened in 1980. All physicians practicing at Froedtert Hospital are Medical College faculty. Over the past few years, Froedtert & The Medical College of Wisconsin began offering specialty and primary care services in more locations. We respect the unique needs of the patients and communities we serve as well as the excellent providers who have traditionally offered care locally. This model allows us to customize to meet community needs, learning from each partner's experience to elevate our quality and services while managing costs.

Our group of community-based physicians and clinics continues to grow. In 2010, more than 400 staff and 50 physicians practicing at Community Memorial Hospital and at clinics in Menomonee Falls, Germantown and Hartford joined with West Bend Clinic to form Froedtert Health Medical Group. Many of the physicians and staff who joined Froedtert Health have long-standing relationships with Community Memorial Hospital. Working side by side as part of the same organization strengthens and reinvigorates these relationships to the benefit of patients.

Also in 2010, we launched Froedtert & The Medical College Cancer Network to enhance local access to the cancer expertise of Medical College specialists. The regional Cancer Network is designed to provide a consistent, high standard of cancer care at all participating sites and streamlined access to clinical trials, second opinions and supportive services. In addition, in spring 2011, we will break ground for a new Cancer Center at St. Joseph's Hospital, bringing all cancer and support services to one location on the hospital's Washington County campus.

At this writing, health care reform remains controversial and polarizing. It is our hope that policy efforts in Madison and Washington will start where good provider teams do: with a focus on the patient.

To meet the challenges ahead, Froedtert Health must continue to change for the better. The Triple Aim initiative outlined by the Institute for Healthcare Improvement (IHI) calls for health care models that simultaneously improve the health of the population, enhance the patient care experience and reduce or at least control costs. This landmark work of the IHI provides a framework for the change we are pursuing.

In the end, the ultimate measure of our success is the trust you place in us when you choose Froedtert Health as your partner for care.



William D. Petasnick

William D. Petasnick
President and CEO
Froedtert Health



David J. Lubar

David J. Lubar
Chairman
Froedtert Health



Froedtert Health

Changing health care for the better

Care coordination is a key component in changing health care for the better. If all aspects of a patient's care were integrated, with hospitals and physicians working together and sharing information, medical care would be simpler, more effective and probably less costly. A decade ago, Froedtert Hospital and Community Memorial Hospital took an innovative first step, joining together toward creating what is today Froedtert Health: a regional health care organization dedicated to collaborative, integrated, coordinated care.

In 2008, we advanced toward this ideal when St. Joseph's Hospital and West Bend Clinic physicians joined Froedtert Health, adding another community hospital and primary and specialty care sites in four Washington County communities. We made significant strides again in 2010, acquiring six former Medical Associates clinic locations in Waukesha and Washington counties and welcoming many community physicians, clinicians and other staff to our organization. We also adopted the name Froedtert Health Medical Group for our community physician practice.

A PARTNERSHIP PHILOSOPHY

With our partnership philosophy, Froedtert Health offers community physicians flexible options to align with our organization. We are in a strong position to succeed in a health care environment that now, accelerated by health care reform, is moving toward the kind of collaborative, integrated approach to care that we envisioned years ago.

The addition of new providers further expands our network of physicians and clinics, and helps promote continuity of care for our patients. It also furthers our progress toward the Triple Aim concept advocated by the Institute for Healthcare Improvement (IHI), which focuses on providing the best care for a population at the lowest cost. Through Froedtert Health, patients will have a "medical home" for their primary care needs, close to where they live and work. Treatment is provided by people they know and trust. Specialty care for common diseases and disorders is available in the local community. If a higher level of care is necessary, community providers have direct access to the leading medicine of an academic medical center, Froedtert & The Medical College of Wisconsin. Doctors follow best practices and collaborate in providing comprehensive care for patients. All will be linked by an electronic medical records system that shares important information about a patient, speeding care and eliminating costly duplication of services.

Photos from left: Vanessa McFadyen, RN, Community Memorial Hospital; Andrew Knoernschild, MD, Froedtert Health Medical Group; Melissa Tan, Pharmacist, Froedtert Hospital

Froedtert Health's program for employers, Workforce Health, demonstrates the power of the Triple Aim concept to improve the health of a population. The Triple Aim defines a "population" in many ways, such as residents of a certain town; patients with a similar disease; or employees of a specific company. Using evidence-based practices and sophisticated data analysis tools, Workforce Health develops work-site programs customized to a particular employee group. Claims experience and other data are compiled in a confidential database and analyzed to identify key areas for improvement. Drawing on clinical experts and proven programs, Workforce Health then designs specific steps employees can take to prevent health problems and manage chronic conditions. The target is healthier employees and lower health care costs. Recent research showed that a similar work-site health program incorporating health risk interventions cut annual claim costs in half.

A RESOURCE FOR EMPLOYERS

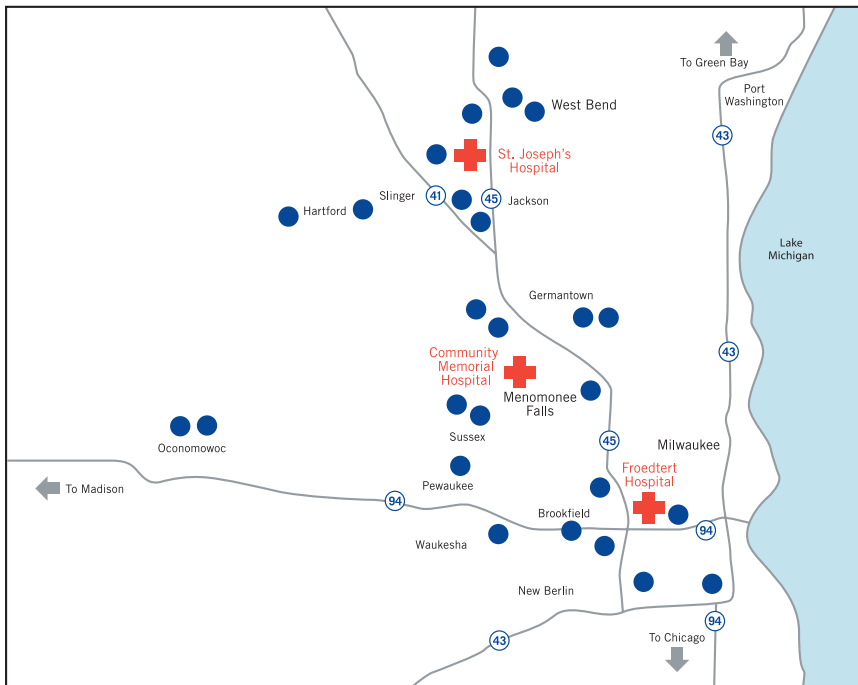
More than 150 southeastern Wisconsin employers turn to Workforce Health for expertise in improving the health of their workers. In 2010, the City of Milwaukee signed on for a wellness initiative that includes personal health risk assessments and coaching for 10,000 city employees. For more than a year, Workforce Health has guided a group of Washington County employers who are working together to improve employee health and productivity and control costs.

In collaboration with other organizations, Froedtert Health is pursuing strategies to apply these concepts and tools more widely. The intent is to work together to develop initiatives relevant to specific populations that can optimize health, patient care and cost savings on a large scale.

With our partner, the Medical College of Wisconsin, Froedtert Health strives to enhance the health status of the people of eastern Wisconsin. The community-academic care model that distinguishes Froedtert Health provides patients with a "best of both worlds" scenario, combining the benefits of community-delivered care with those of an academic medical center.

A Regional Health Care Network

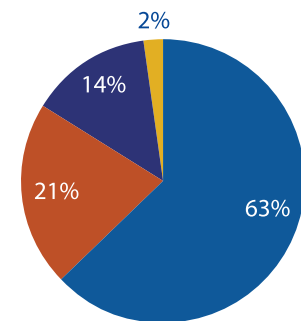
With locations throughout southeastern Wisconsin, the academic-community partnership of Froedtert Health and Froedtert & The Medical College of Wisconsin creates an aligned network of high-quality hospitals, clinics and physicians dedicated to coordinated, cost-effective care.



Toni Gillette, Occupational Therapist, Froedtert Hospital

Making a Difference

In fiscal 2010, Froedtert Health made significant investments in the health of our communities. Patients who couldn't pay for their medical care received more than \$37 million in uncompensated services. Beyond providing care for the poor, we contributed millions of dollars to improve access to care, teach future health care professionals, develop new medical therapies and participate in local partnerships aimed at reducing health disparities.



2010 Contribution to the Community (\$ in millions)

Category	Amount (\$ in millions)	Percentage
Total Contribution	\$278.6	
Medicare/Medicaid shortfalls	\$175.5	63%
Medical education and research	\$59.5	21%
Uncompensated care	\$37.5	14%
Community benefit activities	\$6.1	2%

Based on cost of care consistent with American Hospital Association reporting methodology.



The Medical College of Wisconsin A Defining Role

What defines Froedtert Hospital as an academic medical center is its enduring partnership with the Medical College of Wisconsin. With more than 1,250 faculty physicians providing medical care, the Medical College represents every specialty and sub-specialty in medicine. Many Medical College physicians are consistently named to the “Best Doctors in America” list, including more than 250 of the doctors who practice at Froedtert Hospital. These exceptional physicians bring our patients a level of knowledge, skill and advanced care that only an academic medical center provides.

The benefits of this collaboration now extend to the partners of Froedtert Health, as Medical College physicians increasingly are practicing at Community Memorial and St. Joseph’s hospitals. In addition, Froedtert & The Medical College of Wisconsin have established community clinics throughout the western, southwestern and northwestern suburbs to provide patients with easier access and more services. This partnership offers residents of southeastern Wisconsin greater access to the deep expertise of Medical College doctors while preserving important relationships with physicians in their own communities.

With a profound commitment to medical education and research, the Medical College is a major national research center. It conducted over \$148 million in funded research in fiscal 2009-2010, including approximately 2,000 clinical trials and other studies that stimulate the development of innovative medical treatments otherwise unavailable to patients. Through collaborations with Medical College research scientists located on campus and colleagues at the nation’s other academic medical centers, our physicians are at the forefront of medical discovery.

As a nationally recognized medical school, the Medical College annually enrolls more than 800 medical students. These students as well as 890 physicians in residency and fellowship training learn from expert faculty and have access to leading-edge resources. In addition, Medical College physicians annually provide continuing medical education to more than 40,000 health professional registrants. Nearly 4,200 Medical College physician alumni are in Wisconsin.

Above: Andrew Greene, PhD, and graduate student Sarah Parker, Medical College of Wisconsin



Joseph Bovi, MD

"I want to thank the doctors and staff at Froedtert for the extraordinary care they provided. I believe their standard of care for all patients is unmatched."

BOB UECKER



Froedtert Hospital

As the 2010 baseball season began, Milwaukee Brewers Hall of Fame radio broadcaster **BOB UECKER** learned he needed immediate heart surgery. Thanks to heart specialists at Froedtert Hospital, Uecker was back at the ballpark in July. (From left, Medical College cardiologist James Kleczka, MD, Uecker, and surgeon Alfred Nicolosi, MD.)



Froedtert Hospital is the principal adult hospital affiliate of the Medical College of Wisconsin. Froedtert & The Medical College form the only academic medical center in eastern Wisconsin, serving as a regional referral center for advanced medical care. Froedtert is a major teaching and research hospital with more than 1,000 medical, nursing and health technical students in training and participates in over 1,600 clinical trials and research studies each year.

SETTING THE STANDARD IN CANCER CARE

Cancer specialists with deep expertise, advanced treatments, and truly team-based care are making Froedtert & The Medical College Clinical Cancer Center a destination for cancer care, drawing patients from as far away as Ireland, Russia and Turkey. In 2010, patient visits rose 22% over the prior year.

CONSUMERS PREFER FROEDTERT HOSPITAL

Froedtert Hospital earned the National Research Corporation's 2010 Consumer Choice Award for the sixth straight year, ranking as the most-preferred hospital in southeastern Wisconsin. The award recognizes hospitals across the United States that health care consumers consider to have the highest quality care and reputation.

LEVEL I TRAUMA CENTER EXCELLENCE

Froedtert & The Medical College Trauma Center, one of two Level I adult trauma centers in the state, was reverified by the American College of Surgeons in 2010, distinguishing it as providing the highest standard of care for severe injury and illness.

ADVANCES IN TREATING BRAIN TUMORS AND EPILEPSY

First available in Wisconsin at Froedtert Hospital, a new brain mapping device called magnetoencephalography (MEG) is a significant advance in the care of patients with brain tumors or severe epilepsy. The MEG scanner tracks changes in brain waves instantaneously, enabling doctors to precisely plan surgery to treat seizures or tumors.

HEALING PLAZA OFFERS COMFORTING OASIS

A distinctive 20,000-square-foot garden plaza wreathed in trees, grasses and shrubs opened on the hospital campus, offering respite to patients, families and staff. Named for major donor Mortenson Construction, the project was fully funded by contributions to the Froedtert Hospital Foundation.



Sharron Coffie, RN,
Froedtert Hospital

By the Numbers

Beds	500	Cardiology Procedures	19,291
Patient Admissions	27,134	Surgeries:	
Patient Days of Care	139,629	Inpatient	8,552
Avg Length of Stay (days)	5.15	Outpatient	6,457
Avg Daily Census	383	Transplants:	
Emergency Visits	62,045	Heart	1
Trauma Center Patients Evaluated	2,723	Lung	8
Patient Transfers from Other Facilities	4,757	Kidney	101
Patients Transported by Flight for Life	390	Liver	26
Outpatient Visits	595,241	Pancreas	8
Births	1,907	Blood and Marrow	147
Cancer Registry Cases	3,435	Froedtert & The Medical College Outpatient Clinics	59
		Admitting Physicians	1,293
		Staff	3,824

As of June 30, 2010

Community Memorial Hospital

When **BARB THORNBERY** (right) fainted while working at her job, she was rushed to Community Memorial Hospital. Doctors diagnosed takotsubo cardiomyopathy — more commonly called broken heart syndrome. To protect Barb from another rapid abnormal heartbeat episode, a heart defibrillator was implanted just below her left collarbone.

“They truly care. And because of their care and dedication, my heart is still beating.”

BARB THORNBERY



Stefanie Parker, RN

By the Numbers

Beds	202
Patient Admissions	9,845
Patient Days of Care	45,455
Avg Length of Stay (days)	4.6
Avg Daily Census	125
Emergency Visits	19,596
Outpatient Visits	87,249
Births	975
Cancer Registry Cases	592
Cardiology Procedures	16,739
Surgeries:	
Inpatient	3,759
Outpatient	6,227
Mental Health Unit Avg Daily Census	14
Admitting Physicians	604
Staff	1,027

As of June 30, 2010

Froedtert Health **Community Memorial Hospital** — *our name stands not only for who we are, but who we serve. The hospital specializes in cardiovascular services, women’s health, cancer care and advanced surgical procedures. Combining next-generation technology with personalized care, Community Memorial improves the health of residents in Waukesha, Washington, Milwaukee and Ozaukee counties.*

COMPREHENSIVE HEART AND VASCULAR CARE

The Heart and Vascular Center is staffed with experienced cardiac professionals who utilize state-of-the-art technology to save lives. Patients receive comprehensive heart care, from diagnostic procedures to minimally invasive surgeries performed by surgeons using the da Vinci® robotic surgery system. Last year, Community Memorial’s pulmonary rehabilitation program received a three-year recertification from the American Association of Cardiovascular and Pulmonary Rehabilitation.

CANCER CARE CENTER RECOGNIZED FOR QUALITY

The Cancer Care Center at Community Memorial Hospital received accreditation with commendation from the American College of Surgeons Commission on Cancer, affirming its commitment to high-quality comprehensive cancer care, including state-of-the-art services and equipment and access to clinical trials and new treatment options.

In 2010, Community Memorial joined Froedtert & The Medical College of Wisconsin Cancer Network. Through the Cancer Network, community physicians consult with Medical College cancer specialists to develop treatment plans and ensure continuity of care.

MEETING WOMEN’S HEALTH NEEDS

At the Women’s Health Center, trained nurse practitioners provide physical exams, health screenings and health risk assessments for women of all ages. The Breast Care Center performs breast biopsies and digital mammograms, as well as ultrasounds, radiation therapy, breast reconstruction and other medical and surgical treatments for both benign breast disease and breast cancer. Community Memorial’s Birthing Center offers 13 specially equipped rooms and provides the full spectrum of prenatal services for both normal and high-risk pregnancies. The Birthing Center delivers about 1,000 babies annually.

EMERGENCY CARE CLOSE TO HOME

Community Memorial’s Emergency Department is a Level III Trauma Center and provides around-the-clock emergency care for adults and children. Last year, nearly 20,000 patients were treated here, receiving expert care from board-certified emergency physicians and specialists in trauma, neurosurgery, cardiology, orthopedics and others.

Community Memorial is accredited by the Joint Commission as a certified advanced Primary Stroke Center, demonstrating its ability to provide care from a multi-disciplinary team of neurologists, neurosurgeons, emergency department specialists, radiologists, pharmacists, technicians and more all working in a coordinated, collaborative system.



“Everything is back to normal. It's like I never had cancer.”

JERRY KERWIN

JERRY KERWIN'S (left) experience as a paratrooper and outdoorsman hadn't prepared him for a diagnosis of throat and neck cancer. At the Alyce and Elmore Kraemer Cancer Care Center, Jerry's team of cancer specialists developed a personalized treatment plan including chemotherapy and radiation therapy. Now Jerry's back to doing the things he loves — teaching, biking, sailing, hunting.

Founded in 1930, Froedtert Health **St. Joseph's Hospital** today provides a wide range of inpatient and outpatient care to Washington County residents. In response to the needs of its growing community, in 2005 St. Joseph's opened a new 70-bed hospital that earned national recognition for a design emphasizing patient safety and quality. The 143-acre hospital campus also includes the Kathy Hospice, Froedtert Health West Bend Clinic-South and Froedtert & The Medical College of Wisconsin Specialty Clinics.

REGIONAL NETWORK, NEW BUILDING ENHANCE CANCER CARE

In 2010, St. Joseph Hospital's Alyce and Elmore Kraemer Cancer Care Center joined Froedtert & The Medical College Cancer Network, bringing more cancer expertise to the community. Care is conveniently provided close to home, with Medical College specialists working with community physicians to provide advanced, coordinated care and if needed, access to specialized treatment at Froedtert & The Medical College Clinical Cancer Center in Milwaukee. Cancer Network physicians in West Bend include specialists in radiation oncology, urologic oncology, gynecologic oncology and plastic and reconstructive surgery.

Plans for a 16,000-square-foot addition for a new cancer center on the hospital campus were announced in November 2010. Uniting all cancer services in one location, the building will be the new home of the Alyce and Elmore Kraemer Cancer Care Center. Completion is slated for the end of 2012.

SPECIALTY CLINICS OFFER LEADING-EDGE CARE

More medical specialties became locally available as Froedtert & The Medical College Specialty Clinics at St. Joseph's Hospital expanded to include urology, urogynecology, gynecologic oncology, urologic oncology, plastic and reconstructive surgery, infectious diseases, electrophysiology and cardiology.

BEST PLACE FOR BABIES

The New Life Center at St. Joseph's Hospital is Washington County's leading birth center, delivering 724 babies in 2010. Convenient and comfortable, the center offers experienced nurses, tastefully appointed labor, delivery, recovery and postpartum rooms, a special care nursery and a dedicated C-section suite.

WHEN MINUTES MATTER

The Emergency Care Center at St. Joseph's Hospital provides high-quality care for all types of emergencies, 24 hours a day, augmented by its close ties to Froedtert & The Medical College Level I Trauma Center. Staffed by board-certified emergency medicine physicians and emergency-certified RNs, the center serves more than 16,400 patients annually. Its designation as a Level III Trauma Center means prompt availability of surgeons and on-call physicians in multiple specialties.



Richard Melsheimer, RN

By the Numbers

Beds	70
Patient Admissions	3,743
Patient Days of Care	11,949
Avg Length of Stay (days)	3.2
Avg Daily Census	33
Emergency Visits	16,418
Outpatient Visits	59,186
Births	724
Radiation Oncology Visits	4,411
Cardiac Rehabilitation Treatments	9,188
Surgeries:	
Inpatient	908
Outpatient	2,225
Admitting Physicians	257
Staff	450

As of June 30, 2010

Following an injury during a football game, **JOE PENDERGAST'S** right arm mysteriously swelled to twice its size and turned a purplish gray. Froedtert Health Medical Group orthopaedic surgeons **Kristen Maskala, MD**, and **Robert Manz, MD**, found a blood clot, and referred Joe to Medical College vascular specialists.



"I want to thank all the doctors and nurses. I couldn't have asked for a better team."

JOE PENDERGAST



Sunita Khambatta, MD

By the Numbers

Patient Visits	445,904
Outpatient Surgeries	5,171
Radiology Procedures	57,174
Laboratory Procedures	225,703
Physical Therapy Procedures	70,221
Outpatient Clinics	9
Physicians	73
Staff	414

As of June 2010. Does not reflect statistics from Medical Associates physicians and clinics that joined Froedtert Health Medical Group September 2010.

Froedtert Health Medical Group has a long history of providing trusted health care services to generations of families. In August 2010, West Bend Clinic was rebranded Froedtert Health Medical Group to reflect its connection to Froedtert Health. With the addition of 50 physicians from several former Medical Associates clinics in September, Froedtert Health Medical Group is now staffed by 130 doctors across 17 locations in Washington and Waukesha counties. In addition to primary and multi-specialty care, services include behavioral health, rehabilitation and outpatient surgery.

A LEADER IN QUALITY

As members of the Wisconsin Collaborative for Healthcare Quality and the National Committee for Quality Assurance Diabetes Recognition Program, Froedtert Health Medical Group focuses on continually improving quality, managing chronic disease and increasing patient participation in preventive measures and screenings.

Primary care physicians play a vital role in patients receiving high-quality care, maintaining a healthy lifestyle, and coordinating care closely with specialists when appropriate. Froedtert Health Medical Group offers more than 30 clinical specialties, including many of the latest surgical options such as robotic surgery and laparoscopic procedures.

Froedtert Health Jackson Clinic is one of a few clinics in southeastern Wisconsin providing a team-based "medical home" for patients. The medical home concept has received national recognition for its success in improving the quality of care. The Jackson pilot has demonstrated initial success in improving quality outcomes. In this model, the primary care physician works with a team to coordinate care that addresses each patient's full range of health and wellness.

BRINGING VALUE TO THE COMMUNITY

An important part of Froedtert Health Medical Group's responsibility as a health care provider is to manage costs and ensure that patients receive the care they need, when needed.

Froedtert Health Medical Group offers Community Care, a financial assistance program providing reduced rates or free care to individuals who meet specific criteria. Many physicians donate their services to Albrecht Free Clinic and Community Memorial Hospital Community Outreach Clinic.

Froedtert Health Medical Group donates to more than 60 local non-profit organizations and schools, and participates in more than 90 community events and outreach programs. Free screenings are offered in the community for asthma, skin cancer, prostate cancer, diabetes, osteoporosis, hearing and vision. Other community services include athletic trainers and team physicians for area high school athletic teams, community health education presentations and the signature Women's Fair annual event.

By the Numbers

Froedtert Health	
Beds	772
Patient Admissions	40,722
Patient Days of Care	197,033
Outpatient Visits	741,676
Physician Clinic Visits	445,904
Emergency Visits	98,059
Intensive Care Units:	
Number of Units	6
Number of Beds	96
Number of Outpatient Clinics	100
Physicians	2,227
Nurses	2,480
Staff	6,258
Volunteers	745

As of June 2010. Does not reflect statistics from Medical Associates physicians and clinics that joined Froedtert Health Medical Group September 2010.



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