**vision**

Froedtert & the Medical College of Wisconsin will be the region’s premier health network by demonstrating superior value through an academic-community partnership and aligning health care delivery across the region.

**mission**

Froedtert & the Medical College health network advances the health of the communities we serve through exceptional care enhanced by innovation and discovery.

**values**

**Partnership:** Partnering with patients, families and other organizations; collaborating with co-workers and colleagues  
**Responsiveness:** Meeting the needs of the community in prevention, wellness and providing integrated care  
**Integrity:** Building trust; using resources wisely  
**Dignity and Respect:** Creating an inclusive and compassionate environment for all people  
**Excellence:** Demonstrating excellence in all we do
Message from the President and Chair

*Doing what’s best for our patients*

Now is a transformational time in health care, as hospitals, doctors and patients adjust to new realities generated by health care reform. As we see it, the silver lining in the Affordable Care Act is its impact as an accelerant and a framework for changes that health care organizations like ours had already begun to make.

The issue facing our nation, plain and simple, is that America has great health care but an unworkable health care system. Words like accountability and value haven’t been part of the national dialogue – until now.

Providing superior value is central to the mission of our academic-community partnership. In this report, we’ll share what the Froedtert & the Medical College of Wisconsin health care network is doing to create value for our patients, for our community, and for the many lives we touch along the way.

Creating value means changing how health care is delivered so people receive the right care at the right time and right place. It means assuring quality care, using processes that support an “every patient, every time” mentality. It means encouraging healthy behaviors and offering preventive care that finds problems before they become serious – and more expensive to treat. These are things that will matter in the new health care era, and they are also the right things to do for our patients.

The philosophy of collaboration and partnership that has long been part of the Froedtert way serves us well in these changing times. We believe cooperative efforts to make the best use of existing resources is far better than unnecessary, and usually costly, duplication.

One of the best examples of this is Integrated Health Network of Wisconsin, formerly Quality Health Solutions. An innovative approach to accountable care and population health management, Integrated Health Network brings together five independent health systems and the Medical College of Wisconsin, representing more than 4,500 physicians, 450 clinics and 34 hospitals spanning northern, central and eastern Wisconsin. As Integrated Health Network members, these otherwise competing health systems share best practices, care protocols and quality metrics to cost-effectively coordinate care for thousands of people. Through this unique collaboration, employers can contract directly for employee health care with a broad geographic network that offers unprecedented choice of providers.

We touch thousands of lives every day, whether at the bedside of a man who received a liver transplant or a woman with cancer participating in a clinical trial; in a medical home setting at one of our neighborhood health centers, or helping a patient obtain health insurance for the first time. We understand the significance of these relationships, because their impact stretches far beyond the individual to their families, their workplaces, their communities. It is why everything we do is grounded in what’s best for our patients.

Health care organizations like ours that offer an academic medical center have a great responsibility to society as innovators, leaders and teachers. An economic and social engine that generates groundbreaking medical research and clinical achievements, we are inextricably linked to the welfare of our community and our region. It is a responsibility that drives our mission, our values, and the work we do every day.

Catherine A. Jacobson
President and CEO, Froedtert Health

Kevin A. Steiner
Chairman, Froedtert Health
creating value

Assuring quality care for every patient, every time

Quality care costs less

For the second year in a row, Froedtert Hospital was recognized as one of the nation’s Top 100 Hospitals and one of the top 15 major teaching hospitals by Truven Health Analytics. National research shows if all hospitals performed at the same level of clinical quality, operational efficiency and financial stability as the 100 hospitals identified by Truven, more than 165,000 additional lives could be saved; nearly 90,000 additional patients could be complication free; $5.4 billion could be saved and the average patient could be released from the hospital half a day sooner.

With more than 6,000 patients referred to our academic medical center every year, we receive a high volume of medical images. In 2013, we became one of the first area health systems to implement an imaging technology management system that streamlines the electronic transfer of imaging data from referring doctors to our physicians. The new method reduces the likelihood patients will receive unnecessary, duplicative tests and lowers the cost and time of importing imaging studies. Our emergency department team now can view scans of patients who are transferred to our Level I Trauma Center before the patient arrives. This helps our emergency and trauma specialists better prepare for the patient’s immediate needs and avoid performing repeat imaging.

RANKED WITH THE BEST

As an academic medical center, Froedtert Hospital treats some of the most complex cases in the region. U.S. News & World Report’s annual Best Hospitals list recognized Froedtert Hospital as a regional high performer in 12 specialties: cancer, cardiology, endocrinology, gastroenterology, geriatrics, gynecology, nephrology, neurology, orthopaedics, otolaryngology, pulmonology and urology.
Clinical trial gets cancer patient up and running

At 34, Sarah Kaehny never expected to be in a clinical trial for cancer. But after the Oshkosh fitness instructor began losing range of motion in her leg, an MRI scan revealed a large cancerous mass—a rare soft tissue sarcoma. The cancer also had spread to her lungs. Sarah was referred to Froedtert & the Medical College of Wisconsin Clinical Cancer Center, where cancer specialists used radiation to shrink, and then surgery to remove, the sarcoma. Later, part of her lung also was removed. To further attack the cancer, her doctors offered Sarah the option to join a Phase III clinical trial. The trial is analyzing the safety and effectiveness of giving a conventional chemotherapy drug in combination with an investigational drug that specifically targets soft-tissue sarcoma.

Sarah was treated in the Nicholas Family Foundation Translational Research Unit (TRU) at Froedtert & the Medical College Clinical Cancer Center. One of just a few dedicated clinical trial clinics in the nation, the TRU provides the expertise and facilities to conduct early phase clinical trials under the most advanced conditions of quality and safety. Conducted among small numbers of patients, early phase clinical studies are essential to evaluating promising new therapies.

"Cancer introduces you to amazing people like those on my medical teams, whom I literally love and look forward to seeing," she said.

Sarah’s response to the trial chemotherapy regimen was so good that she’s back to teaching fitness classes and competing in triathlons.

For more on the Clinical Cancer Center, see page 12.
The challenge of defining quality

As health care continues to change, the sea of websites offering quality data continues to widen, often presenting inconsistent and complicated information. Froedtert & the Medical College of Wisconsin health network holds itself accountable to publicly reported performance measures from respected agencies and organizations, including the Centers for Medicare and Medicaid Services, the University HealthSystem Consortium (UHC), and the Wisconsin Collaborative for Healthcare Quality. We prioritize our quality improvement efforts around these specific measures to achieve and sustain progress. The checklist below is based on the measures we follow.

New test leads to timely treatment

A recent collaboration between a group of pharmacists and physicians has already led to significant enhancements in the quality of care. The project’s centerpiece is a new rapid diagnostic test for bloodstream infections that was developed here and is now being adopted by hospitals around the nation. The test cuts diagnosis wait times from three days to as little as 12 hours. Coupled with new software that quickly identifies the right antibiotics for treating specific infections, the test enables timely, effective antibiotic therapy – critically important for seriously ill patients who may be receiving multiple antibiotics.
Teamwork makes a world of difference

Last year, during a visit to Froedtert & the Medical College of Wisconsin Hartford Health Center, Mary Heiska-Ryan asked her doctor about losing weight, hoping for the push she needed to make a lasting change. Little did she know she would get much more than diet advice. The Hartford Health Center offers an increasingly popular approach to health care that combines highly personalized, coordinated, effective and efficient care: a “medical home.” It is one of 13 Froedtert & the Medical College health centers designated by the National Committee for Quality Assurance for patient-centered medical home standards.

A medical home is not a “home” in the traditional sense of bricks and mortar; in fact, a patient can have a medical home without being associated with a specific clinic. Instead, a medical home is about building a lifelong relationship with a primary care provider and care team so shared medical decisions are coordinated throughout a person’s life. Using a team approach, the medical home can address a person’s entire spectrum of unique health care needs, from preventive care to treating acute illnesses to ongoing management of chronic medical conditions, such as obesity, diabetes, high blood pressure and asthma. Well-designed, patient-specific plans of care help keep people out of the emergency room and the hospital, which are more expensive than routine doctor visits.

For Mary, the medical home spelled success. Working with a nurse care coordinator who helped her set goals and stay on track, Mary lost more than 100 pounds in 12 months, and is on track toward her goal to lose 30 more. “I didn’t know about this opportunity for my health,” Mary said. “I finally match the way I feel inside – beautiful inside and out.”
Managing the health of populations

The words “population health” mean coordinating the care we provide across a large number of patients – a “population.” Our aim is to improve their health outcomes through a focus on prevention, care coordination and targeted disease management. In turn, we will help control how much consumers and employers spend on health care by keeping patients out of the costliest settings such as hospitals and emergency rooms, and by catching problems before they require more extensive, and likely more expensive, care. Some examples of a “population” include employees on a given employer’s health plan or patients of a clinic with a certain metric in common, such as high cholesterol, body mass index or glucose levels.

Managing the health of a population requires robust data gathering, analyzing and reporting. Froedtert & the Medical College health centers, using the patient-centered medical home model of care, are actively creating confidential registries, or charts of a population’s data, based on information from our electronic health record system. Through our relationship with Integrated Health Network of Wisconsin, we also can access powerful care management and reporting tools. These tools, which never identify patients, can reveal gaps in care, integrate with claims data and show overall trends in patient data. They can even be linked with predictive modeling to show how the health status or health care costs of the population could improve over time.

NOVEL ACCOUNTABLE CARE INITIATIVE EMPHASIZES RESULTS

As the nation’s health care system continues to evolve, the traditional fee-for-service model of paying for medical services is moving toward pay-for-performance, which is based on quality and results rather than the volume of services. Not only is this a more effective payment system, but it is also better for patients. In 2013, in the largest accountable care initiative in Wisconsin and one of the first in the nation to involve multiple health care systems, UnitedHealthcare of Wisconsin entered into an innovative agreement with Integrated Health Network of Wisconsin, a consortium of health care partners that includes Froedtert Health and the Medical College of Wisconsin. More than 55,000 Wisconsin residents covered by UnitedHealthcare employer-sponsored insurance plans currently receive coordinated care under the agreement, with as many as 100,000 expected by year-end.

COLLABORATION OPENS THE DOOR: MILWAUKEE ENROLLMENT NETWORK

When the federal health insurance marketplace opened in 2013, we were part of a task force standing ready to help people sign up for health insurance, many for the first time. Made up of more than 100 Milwaukee organizations, the Milwaukee Enrollment Network brought together health care systems, public health agencies, community clinics and others to support enrollment of eligible individuals in public or private insurance. With more than 40 percent of Milwaukee County residents uninsured or eligible for a Medicaid program, our work will continue to focus on low-income or vulnerable people in our community.
Training and instincts save baby’s life

Usually, Gina Hirt, a registered nurse in the Birth Center at Froedtert & the Medical College of Wisconsin Community Memorial Hospital, leaves the room shortly after a baby is born. But after Sadie Brodzeller’s birth, Gina stayed. Something just wasn’t right.

Her instincts were on point. Sadie’s skin began to turn purple.

“Gina came over to me and was very calm but said my baby’s color was off,” said April Brodzeller, Sadie’s mother. “She calmly explained everything to me and that helped so much because things went fast after that.”

Thanks to Gina’s training and quick thinking, Sadie was quickly transported to Children’s Hospital of Wisconsin. Nine days later, she had heart surgery to repair a heart defect. She made a full recovery and is a healthy, happy one year old.

For her quick thinking, Gina received the American Heart Association’s HeartSaver Hero Award. The national honor recognizes individuals who play a vital link in cardiac emergency survival.

“We truly believe that if it weren’t for Gina and the job she did for us, we wouldn’t be here with Sadie today,” said Sadie’s father, Tony Brodzeller.
Demand drives expansion at academic medical center

Steady growth in demand for services at the academic medical center campus drove the decision to build the new Froedtert & the Medical College Center for Advanced Care, slated for completion in fall 2015. The new 610,000-square-foot building will accommodate significant growth in outpatient services and inpatient care. It will house our Heart and Vascular Center and Transplant Center, and create a convenient entrance for patients having surgery and interventional procedures. The Center for Advanced Care is the linchpin for integrating existing and new space, consolidating surgical, interventional and intensive care areas on a single, centrally located floor. It also will better accommodate today’s surgical technologies, which require larger operating rooms and specialized facilities. The result will be an environment that enhances patient safety, streamlines workflow and fosters quality and efficiency.

The project reflects our collaborative philosophy and community commitment. We exceeded our goal of 15 percent minority-owned business contractors, earning an award of excellence from the North Central Minority Supplier Development Council. In addition, in a first-of-its-kind program, 18 Bradley Tech High School students are learning both on the construction site and in the classroom about architecture, engineering, construction and trade careers. The two-year program is a partnership of Froedtert & the Medical College, Milwaukee Public Schools, Cannon Design, Mortenson Construction and the Wisconsin Regional Training Partnership/BIG STEP.

Health care at work

Froedtert & the Medical College Workforce Health program helps nearly 150 area employers trim health care spending by improving employees’ health. In 2014, we began a partnership with Milwaukee County to provide health risk assessments, health coaching and tobacco cessation programs for the county’s more than 5,000 eligible employees. The confidential health risk assessments give employers an overview of health problems commonly affecting a group of employees. The Workforce Health team then designs interventions aimed at preventing those problems or improving the health of those already experiencing them.

The convenience and proximity of the worksite environment encourage employees to engage and comply with health guidance. That fact has led us to offer worksite-based health clinics, such as the one Workforce Health operates at Associated Bank Corporation’s Milwaukee office. Easy access to health care services saves time, increases productivity and decreases costs to an employer’s medical plan.

As an employer of more than 9,000 people, we know the importance of a healthy workforce. In 2014, staff and families enrolled in the Froedtert Health medical plan will have access to a new resource through our partnership with Integrated Health Network. The care management program is designed to help people effectively manage their medical needs, create meaningful goals for better health and provide education and referrals to resources such as dietitians, pharmacists and health coaches. Care coordinators, registered nurses who work with program participants, are part of a broad care management strategy adopted by Froedtert Health. This strategy aims to improve the health of specific patient populations, such as our own employees, through coordinated, preventive care and disease management. It also aligns with the medical home model of care we offer our patients.

EXPANDING ACCESS TO STROKE EXPERTISE

During a stroke, minutes count, but not all hospitals have stroke specialists on staff. As one of the top 10 academic medical centers in a national network for emergency stroke, seizure, spinal cord and brain injury research, Froedtert & the Medical College health network is a regional resource for advanced diagnostic tools and breakthrough treatment options. Through our telestroke program, secure videoconferencing technology extends the reach of our expertise. Via computer monitor, a stroke specialist quickly can be at a patient’s bedside at a partner hospital and can perform a stroke-specific neurological exam, view imaging and other test results, and speak with family members. Together, the stroke specialist and local physician can determine the diagnosis and best course of treatment.

The telestroke program was one of the factors that helped our Stroke and Neurovascular Program earn the highest level of national recognition in 2013, netting Comprehensive Stroke Center Certification from The Joint Commission and the American Heart Association/American Stroke Association. The designation reflects our status as one of the only centers in the region that provides around-the-clock expert diagnosis and treatment of acute stroke.
A stroke of luck

Seventeen-year-old Chris Johnson was running in gym class at Fond du Lac High School when he felt a severe pain in his head and collapsed. Over the next five hours, every single link in a medical chain led to Froedtert & the Medical College Primary Stroke Center, where stroke specialists used all of their skills to help Chris survive a massive stroke. Looking back, Chris said, “I was close to death.”

Chris was rushed to St. Agnes Hospital in Fond du Lac, where a CT scan confirmed a clot was blocking blood flow to his brain. The decision was made to airlift Chris to our academic medical center, where a team of stroke experts was standing by.

When Chris arrived at Froedtert Hospital, he was unable to speak, comprehend or follow commands. The stroke team, led by neurointerventional program director Osama Zaidat, MD, immediately went into action. “We were rolling right away,” Dr. Zaidat said. “Every minute and every second counted.”

After two hours of precise, delicate work to remove the clots, Chris was in the Neuro Intensive Care unit. Late that night, he started to speak and the next day, to his doctors’ surprise, was up and walking. Four days later, he walked out of the hospital.

Stroke survivor Chris Johnson was honored at a Milwaukee Brewers game to the applause of his family, care team and thousands of fans. His doctor, neurointerventionalist Osama Zaidat, MD, presented him with a special Brewers jersey.
A HUB OF CLINICS SERVES WAUKESHA COUNTY RESIDENTS

Excellent care within easy reach is the goal of our integrated health care network. The addition of Moorland Reserve Health Center in 2013 created a hub of 16 clinics serving Waukesha County residents. With Greenfield Highlands Health Center to the south and Sussex Health Center to the west, primary, specialty and urgent care services from physicians aligned with Froedtert & the Medical College are convenient and comprehensive. Moorland Reserve has more than 60 physicians and advanced practice providers to meet everyday and specialty care needs, as well as urgent care, on-site radiology, lab, mammography, colonoscopy and bone density screening services.

OPENING DOORS TO NEIGHBORHOOD CARE

Progressive Community Health Center is one of five federally qualified health centers serving Milwaukee’s central city. In 2013, 41 percent of those living in this area did not have a primary care doctor, creating a cycle of untreated illness that often sends them to an emergency room or a hospital. Our longstanding partnership with Progressive has helped deliver appropriate, coordinated health care to residents of the Washington Park neighborhood. In 2012, Froedtert Health pledged $2 million toward an $11 million expansion of Progressive’s Lisbon Avenue Health Center, an undertaking that will more than double its current capacity and benefit an additional 11,000 people each year. The new facility will open in 2015.

Setting the standard in cancer care

When the diagnosis is cancer, patients want the best care – no matter where they live. Froedtert & the Medical College of Wisconsin Cancer Network offers patients local access to the cancer expertise of eastern Wisconsin’s only academic medical center. This connection links them to nationally and internationally known specialists who focus on specific cancers, advanced treatments and technologies, and clinical trials that may provide further options. In 2013, Moorland Reserve Health Center was added to the Cancer Network, joining the Kraemer Cancer Center at St. Joseph’s Hospital in West Bend and the Community Memorial Hospital Cancer Care Center in Menomonee Falls. The addition of new cancer specialties and access to clinical trials at our Cancer Network sites as well as steady demand at the academic medical center led to a five percent increase in total patient visits over 2012.

Located on the academic medical center campus, Froedtert & the Medical College Clinical Cancer Center is a major referral resource, attracting patients from throughout the nation and the world. Innovative treatments, focused expertise in specific cancers and clinical research have made us a destination for cancer care. We are recognized leaders in cancers of the blood, breast, brain and spine, bone and soft tissue, endocrine system, eye, head and neck, skin, liver and pancreas. In 2013, we treated more than 4,100 new patients at the Clinical Cancer Center and coordinated nearly 206,000 visits from continuing patients.

Clinical research is fundamental to conquering cancer, and the Medical College of Wisconsin’s research prowess sets us apart from other cancer care providers. Few cancer centers in the nation have a dedicated clinic devoted to bringing scientific discoveries from the laboratory to patients. In 2013, we opened the Nicholas Family Foundation Translational Research Unit in the Clinical Cancer Center Day Hospital, a significant step that enables us to expand our clinical trial offerings to include early-phase tests of drugs and treatments not available elsewhere in the region. Focused on early-phase investigator-initiated cancer research studies, the TRU conducts Phase I and Phase II clinical trials that help physicians understand how a new drug works within a small patient population.
A defining partnership

The longstanding affiliation of Froedtert Hospital with the Medical College of Wisconsin created the region’s first and only academic medical center more than three decades ago. The hospital is one of MCW’s major teaching partners, providing clinical training for 400 junior and senior medical students and residency training for more than 600 physicians annually. In turn, our patients benefit from leading edge medicine that only an academic medical center can provide. The value of this collaboration extends far beyond the academic medical center campus, as MCW-trained physicians bring their expertise to clinics and hospitals throughout the communities we serve.

The premise that we can do better together defines us. In 2010, we joined with MCW in the Clinical and Translational Science Institute of Southeast Wisconsin, a consortium of eight Milwaukee organizations dedicated to biomedical research while advancing patient care and education. Its goal is to accelerate the translation of research discoveries into new and improved medical treatments. Clinical trials, like those offered through our health care network, are a key part of this effort.

AN ESSENTIAL REGIONAL RESOURCE

In its 16 years as the region’s only adult Level I Trauma Center, Froedtert Hospital has treated more than 33,600 patients from cities throughout Wisconsin, a pace nearly double the annual requirement for Level I certification. When time is critical, advanced trauma centers like ours offer life-saving advantages, including the highest proven degree of expertise with severe and complex traumatic injuries, around-the-clock, on-site trauma and orthopaedic surgery, neurosurgery, anesthesiology, emergency medicine and intensive care specialists, and critical diagnostic and treatment technology and services. Achieving and maintaining the Level I Trauma Center designation is demanding, requiring top-notch capabilities in pre-hospital care, acute trauma care, rehabilitation, research and prevention.

THE BEST AND BRIGHTEST

The distinctive attributes of our community-academic partnership create a rich learning environment that attracts the best and brightest people to join our staff. It is one of the reasons Froedtert Health consistently stands out among the area’s best employers. We have been named to the Milwaukee Journal Sentinel’s Top Workplaces list for five consecutive years, earning a place in its Hall of Fame roster. Since a local Healthiest Employers list launched three years ago, we’ve consistently been at or near the top, and this year ranked 18th nationally. And recently, we were included in Becker’s Hospital Review’s national list of 150 Great Places to Work.
The gift of a lifetime

As his 19-month-old son’s congenital liver disease worsened, Eulos Rounds learned the young boy was in liver failure.

“The baby was going to die in a few days without a liver transplant,” said Johnny Hong, MD, director of solid organ transplantation for the Transplant Center, a joint program of Children’s Hospital of Wisconsin, Froedert & the Medical College and the BloodCenter of Wisconsin.

Eulos asked to be tested as a possible liver donor for his son. He was a match. A few days later, in a delicate operation involving transplant experts at Children’s Hospital and Froedert Hospital, Rounds became the first African-American live liver donor in Wisconsin and one of only four in the nation.

Just three percent of the liver transplants in this country involve a live donor, about 6,000 per year. Such transplants pose serious risks for both donor and recipient and require a highly trained, experienced surgical team – like the one led by Dr. Hong.

Eulos was willing to take the risk, because without a transplant, his son was going to die. “I felt, if he goes, I go.”

He remembers seeing his son a few days after the operation. “We smiled at each other,” Eulos said. “It felt good – like the best thing I ever did in my life.”
Making a Difference

In fiscal 2013, patients who couldn’t pay for their medical care received more than $88 million in uncompensated services from Froedtert Health. We also contributed millions of dollars to improve access to care, teach future health care professionals, develop new medical therapies and participate in local initiatives to reduce health disparities.

By the Numbers

As of June 30, 2013

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2013 Contribution to the Community

($ in millions)

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Note: Financial data, while unique to each hospital, are based on reporting data similar to that used by Catholic Health Association of the United States and VHA Guide for Planning and Reporting Community Benefit. Patient care figures reflect actual cost of care.

Partners in Our Success

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The value of the contributions made by our hospital and health system board members and the generous donors to our foundations cannot be overstated. These individuals have deep roots in our communities and help us in extraordinary ways. They are essential to our success.

FROEDTERT HOSPITAL FOUNDATION supports the highly specialized care, research, technology and teaching at the Froedtert Hospital campus that distinguish it as eastern Wisconsin’s only academic medical center.

COMMUNITY MEMORIAL HOSPITAL FOUNDATION raises funds to help preserve, enhance and advance quality health care in the local community.

ST. JOSEPH’S COMMUNITY FOUNDATION interacts with donors to identify their intentions and then develops a relationship to determine how best to merge the donor’s vision with the health and future of the community.

Every dollar donated to our foundations funds programs above and beyond what operating budgets allow, enabling initiatives that otherwise likely would be delayed or impossible.
With locations throughout southeastern Wisconsin, Froedtert & the Medical College of Wisconsin academic-community partnership creates an aligned network of high-quality hospitals, clinics and physicians dedicated to providing coordinated, cost-effective care in the right place at the right time.

In Partnership with
THE MEDICAL COLLEGE OF WISCONSIN

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