

A mission based on community partnership



Fort HealthCare President and Chief Executive Officer Michael Wallace isn't waiting for Madison Ave. or Washington, D.C., to fix healthcare. The answers are closer to home. In fact, they're within Fort HealthCare's primary service area: Jefferson County and parts of Dane and Walworth. "The system is broken," Wallace says of healthcare in America, noting that while quality of care here is high, the focus is on the very end of the process, when people already are suffering from chronic or severe health problems. "There's so much over-spending when chronic conditions have grown out of control. Instead, the answer is to promote wellness, prevention and early detection and better manage chronic disease."

Today, medical care accounts for only 10 percent of overall health status. The environment (5 percent), social factors (15 percent) and lifestyle and behavior (40 percent) all have much more impact on the health and well-being of a community. Clearly, we need to change the paradigm and create a regional culture of wellness.

Fort HealthCare's leadership recognizes the need to take a more future-oriented approach to managing the health of the local population and taking a more proactive stance on improving the economic and social welfare of the region. With this in mind, Fort HealthCare's mission statement is: Improve the health and well-being of our community. The vision statement is: Be the healthiest community in Wisconsin. This perspective on the organization's role in influencing the health of individuals and the economic welfare of the region is shown graphically on the next page.

Improving our collective health

We have our work cut out for us! Despite Fort HealthCare's efforts to favorably impact the health of our patients, serious health, economic, environmental and social issues remain. Diabetes, obesity, alcohol and tobacco abuse and other serious problems are prevalent.

According to the Healthy Wisconsin 2011 report, residents of Jefferson County fare poorly in rankings of both health outcomes (25th) and health factors (29th) among 72 Wisconsin counties. Jefferson County ranks 23rd in mortality (years of potential life lost before age 75) and 37th in morbidity (self-reported fair or poor health, poor physical health days, poor mental health days and the percentage of births with low birth weight). Residents of Walworth County, according to the survey, also showed the need for significantly improved health.

Healthy Wisconsin 2011 rank by county: Health outcomes and health factors

HEALTH OUTCOMES		HEALTH FACTORS	
RANK	COUNTY	RANK	COUNTY
1	Ozaukee	1	Ozaukee
2	St. Croix	2	Dane
3	Washington	3	Waukesha
4	Waukesha	4	Eau Claire
25	Jefferson	29	Jefferson
50	Walworth	32	Walworth

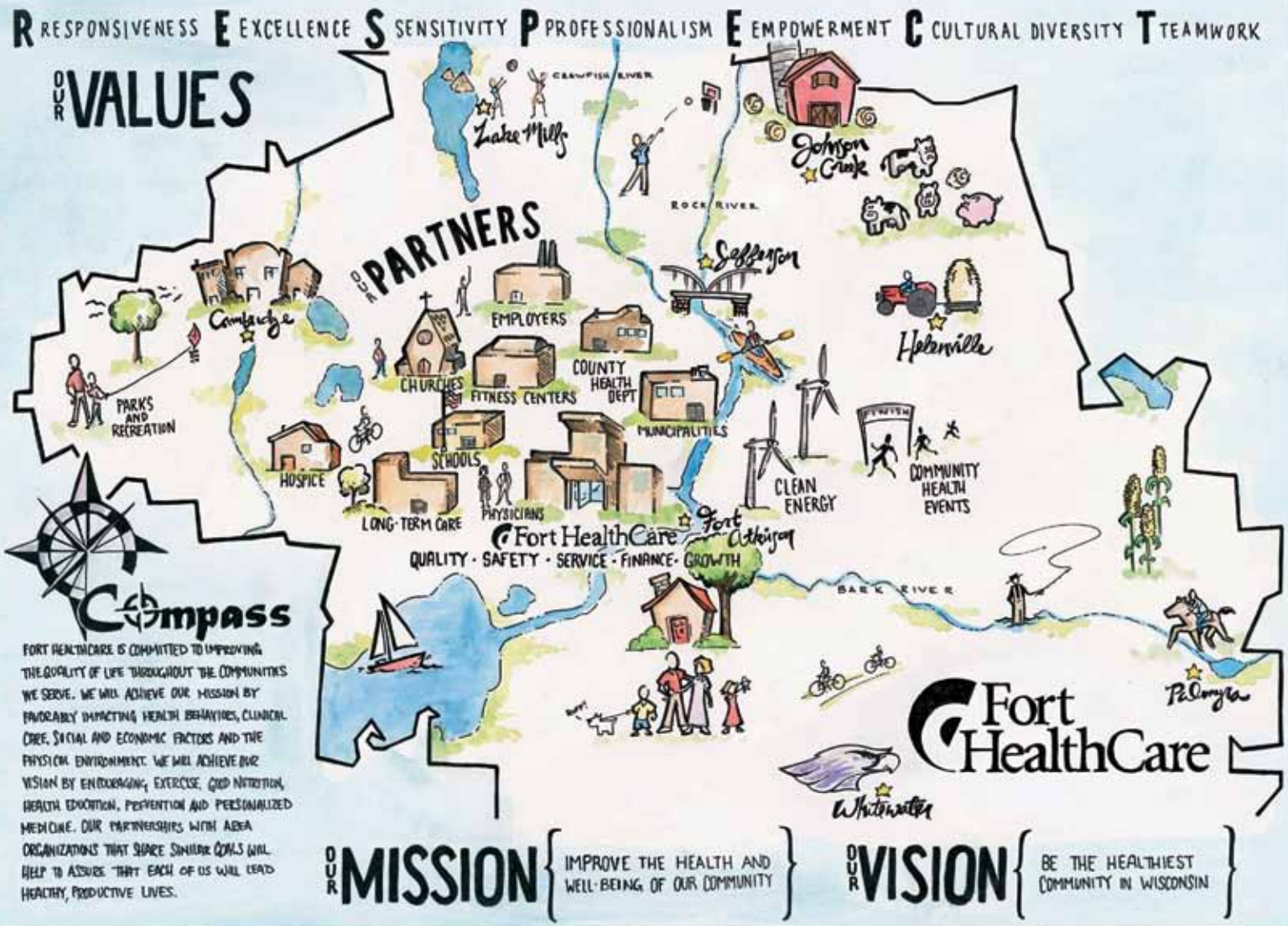
Healthy Wisconsin 2011 rank by county: Mortality and morbidity: Health outcomes and health factors

MORTALITY		MORBIDITY	
RANK	COUNTY	RANK	COUNTY
1	Ozaukee	1	Vernon
2	Pierce	2	Grant
3	Waukesha	3	Taylor
4	St. Croix	4	St. Croix
23	Jefferson	37	Jefferson
38	Walworth	61	Walworth



R RESPONSIVENESS E EXCELLENCE S SENSITIVITY P PROFESSIONALISM E EMPOWERMENT C CULTURAL DIVERSITY T TEAMWORK

OUR VALUES



Compass
 FORT HEALTHCARE IS COMMITTED TO IMPROVING THE QUALITY OF LIFE THROUGHOUT THE COMMUNITIES WE SERVE. WE WILL ACHIEVE OUR MISSION BY FAVORABLY IMPACTING HEALTH BEHAVIORS, CLINICAL CARE, SOCIAL AND ECONOMIC FACTORS AND THE PHYSICIAN ENVIRONMENT. WE WILL ACHIEVE OUR VISION BY ENCOURAGING EXERCISE, GOOD NUTRITION, HEALTH EDUCATION, PREVENTION AND PERSONALIZED MEDICINE. OUR PARTNERSHIPS WITH AREA ORGANIZATIONS THAT SHARE SIMILAR GOALS WILL HELP TO ASSURE THAT EACH OF US WILL LEAD HEALTHY, PRODUCTIVE LIVES.

OUR MISSION { IMPROVE THE HEALTH AND WELL-BEING OF OUR COMMUNITY }

OUR VISION { BE THE HEALTHIEST COMMUNITY IN WISCONSIN }

Fort HealthCare's mission and vision. At the center, Fort HealthCare is represented by two physicians and Fort Memorial Hospital. Surrounding Fort HealthCare are our partners—churches, employers, hospice, long-term care facilities, municipalities, nonprofit and governmental agencies—all similarly concerned with the community's health. Each community in Fort HealthCare's primary service area is shown, demonstrating our resolve to provide the best possible care in the most convenient locations. Also shown are the many recreational opportunities available in this special region of Wisconsin. Our RESPECT values show the principles that guide every Fort HealthCare employee and helped create the environment that made Fort HealthCare a Top 100 Employer in 2010 and 2011. Last, the drawing references the Compass electronic health record system implemented in August 2011. This tool will become an essential component of our promise to provide the most appropriate medical interventions, best patient education and greatest convenience to our patients. Visit forthealthcare.com/wellcommunities to find an interactive version of this image.

A comprehensive assessment of community needs

At Fort HealthCare, we believe the answers to the greatest challenges of modern healthcare—enhancing the healthcare experience, improving the population's health and reducing healthcare costs—are right in front of our eyes. In fact, they're right here within Fort HealthCare's south central Wisconsin primary service area, a geography that includes all of Jefferson County and parts of Dane and Walworth counties. We believe that by creating our very own regional culture of wellness, we can tackle healthcare's greatest problems. Our strategies for addressing these issues include keeping area residents active

and physically fit, engaged with primary care, out of the hospital, safe in their community and well in their workplace. Our goal is to promote early detection, prevention and wellness and to offer better management of chronic disease when it does occur.

Fort HealthCare's Strategic Plan for fiscal year 2011–2012 and beyond will continue to address these critical issues in a more global manner. As Fort HealthCare pursues its mission to improve the health and well-being of the community, it's important to quantify our readiness—and that of our community—to commit to this endeavor. In association with the survey, research experts at



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Applied PhD Research enacted a comprehensive community health assessment.

The most ambitious component of the ongoing community health assessment was a door-to-door survey that occurred throughout the Fort HealthCare community. Residents of more than 442 households weighed in on the health issues that are most important to them. The initial input from these groups was used to identify important areas to address on the community health survey in conjunction with a review of the county health rankings.

Respondents identified the five most important issues:

- ▶ access to healthcare
- ▶ diet and nutrition
- ▶ exercise and physical activity
- ▶ obesity
- ▶ preventive care

These issues were also determined to be important to community agencies, employers and school districts.

Fort HealthCare then conducted a series of online staff and physician surveys with our own employees as well as focus groups and additional online surveys with representatives from community agencies, school districts and employers. The survey covered core issues, including access to healthcare, alcohol and tobacco use and other health-related behaviors, demographics, diet/nutrition, emotional/mental health, exercise and insurance coverage. The survey process sought direct input regarding health and wellness priorities from these groups. The goals of the ongoing community health assessment are to:

- ▶ assess the overall health of area communities
- ▶ establish baseline health status for measuring the impact of Fort HealthCare programs and services on improving community health
- ▶ identify community health needs, including the need for new and improved services
- ▶ provide input for Fort HealthCare's strategic planning process, with the goal of improving the health and well-being of the community, and ultimately, becoming the healthiest community in Wisconsin

The results of these assessments will serve as key input for the developing Strategic Plan, where they'll be used to formulate critical goals and strategies.

Fort HealthCare in the community

Fort HealthCare is committed to greater engagement in the overall health of the community and is actively encouraging other area players to join us. As this occurs, the area will secure the long-term economic and physical welfare of its communities. This improved health climate will foster economic growth, as employers are more willing to hire when local efforts yield more manageable healthcare costs.

Our partnerships with area churches, employers, municipalities, nonprofit and government agencies and schools are essential to Fort HealthCare's ability to improve the health and well-being of its communities. The ability to influence and reward positive health behaviors of Fort HealthCare employees has provided impetus for new community wellness initiatives. We've provided significant financial incentives to staff enrolled in our health benefits program. In September, we created a step challenge for employees of Fort HealthCare, Nasco, DigiStar and Spacesaver that encouraged team-based competition and offered many fun and valuable prizes. We believe it's important for hospital and health system employees to serve as role models for healthy living.

Community programs

Employers benefit from Fort HealthCare's Business Health program, which provides corporate wellness services, ergonomic consultation, pre-employment physicals and drug screens, return-to-work services and injury management to hundreds of area companies. FortCare PPO, available to area self-insured companies, provides significant discounts on fees and helps control healthcare costs.

Fort HealthCare's Faith Nurse program assists congregations in improving the physical and spiritual health of their members. Places of worship work with the Fort HealthCare Faith Nurse coordinator



"TODAY WE'RE ALL IN THE HEALTHCARE BUSINESS. TOMORROW, I HOPE TO BE IN THE HEALTH BUSINESS."
—MIKE WALLACE, CEO





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River Free Clinic and the Community Dental Clinic, Fort HealthCare enhances the medical safety net in our region. In fiscal year 2009-2010, Fort HealthCare contributed more than \$67,000 in free laboratory and radiology services to clinic patients and almost \$59,000 in rent forgiveness to the Dental Clinic.

Access to medical care is aided by vouchers for free mammograms and the Health 365 wellness program that includes fasting lipid panels and blood sugar testing. Providing extensive charity care and increasing enrollment among Medicaid-eligible patients has encouraged Fort HealthCare to expand access to primary care physicians and implement strategies to lessen the emergency department load. In fiscal year 2009-2010, Fort HealthCare provided nearly \$1.7 million in charity care.

Creating regional cultures of wellness is a major transformation for everyone. Mike Wallace is well aware of the challenge this endeavor presents. "Today we're all in the healthcare business. Tomorrow, I hope to be in the health business," Wallace says.

to provide education, resources and support. Fort HealthCare contracts with area school districts to provide school nurses and athletic trainers. Good health habits begin at an early age and young athletes are especially interested in proper health and conditioning that lead to improved performance.

Fort HealthCare believes everyone has the right to medical care regardless of economic hardships. Whether providing financial assistance to patients with limited resources through charity care or improving access to care by supporting the Rock

At a glance: Service by the numbers

	2011	2010	2009	2008	2007
Inpatient admission > Acute care	2,898	2,769	2,984	3,198	3,416
> Births	450	506	517	535	516
Outpatient visits	186,555	196,258	184,843	182,495	176,686
Emergency department visits	23,516	23,346	22,687	23,074	21,554
Net revenues	122,176,715	118,144,017	114,985,754	109,254,120	98,535,542
Charity care	1,696,056	1,854,419	2,371,755	2,408,377	1,937,240