Spanning 17 counties in Northeast and Central Wisconsin, we help our patients live their unique, best lives.

Our seven hospitals...

ThedaCare Medical Center – New London
1405 Mill St.
920.331.2000

ThedaCare Medical Center – Shawano
100 County Road B
715.526.2111

ThedaCare Regional Medical Center – Appleton
1818 N. Meade St.
920.731.4101

ThedaCare Medical Center – Neenah
130 Second St.
920.729.3100

ThedaCare Medical Center – Berlin
225 Memorial Drive
920.361.1313

ThedaCare Medical Center – Wild Rose
601 Grove Ave.
920.622.3257

ThedaCare Medical Center – Shawano
100 County Road B
715.526.2111

...with more than 180 points of care.
Sustainability

ThedaCare is proud to have 7,000 team members taking part in our sustainability initiatives. Sustainability is the overlap between environmental stewardship, financial considerations and human health impacts. We consider the health of team members, patients and families as we move forward with responsible actions to protect the environment and save money.

In 2019, ThedaCare carried out various improvements and initiatives connected to sustainability, including:

• Our teams worked with Focus on Energy, evaluating equipment-replacement options and recommending and securing grants where possible for these facility-equipment purchases or upgrades. One such project was the installation of more fuel-efficient boilers at ThedaCare Medical Center-Wausau. By replacing three boilers that were not fuel efficient, ThedaCare became better stewards of energy use.

• ThedaCare was one of 17 health systems in the country to sign a letter urging the Environmental Protection Agency (EPA) to protect public health by upholding strong limits of mercury and other toxic pollutants emitted from coal-fired power plants. The standards not only save lives, they also save billions of dollars in avoided costs associated with health impacts.

July

• ThedaCare Regional Medical Center-Neenah is reverified as a Level II Trauma Center for a period of three years until 2022.

• ThedaCare adds a new treatment to the Cardiovascular Care program with WATCHMAN. The WATCHMAN Device offers patients with non-valvular atrial fibrillation (AFib) an alternative to long-term warfarin blood thinner medication.

October

• ThedaCare announces cardiovascular care partnership with Bellin Health.

• ThedaCare celebrates the 110th anniversary of the opening of our Neenah hospital on Oct. 18, marking the beginning of ThedaCare.

• More than 100 community leaders from Northeast and Central Wisconsin joined Imran A. Andrabi, MD, ThedaCare President and CEO, for a discussion about population health.

November

• ThedaCare announces plans for the new Orthopedic, Spine and Pain Center with Neuroscience Group and Hand to Shoulder Center of Wisconsin. The $144 million, 230,000-square-foot center will enhance access to specialized experts and the latest technology.

• ThedaCare announces corporate offices will relocate to Neenah.

February

• Appleton International Airport and ThedaCare announce partnership, enhancing the travel experience with health and convenience.

June

• ThedaCare begins implementing convenient and secure medication take-back disposal boxes – 24 hours a day, seven days a week, at seven different locations.

• ThedaCare becomes the first health care system in Northeast and Central Wisconsin to offer the MitraClip procedure. MitraClip is a leading therapy that allows skilled ThedaCare cardiologists to repair leaky mitral heart valves, called mitral regurgitation.

August

• The Commission on Cancer (CoC) grants three-year accreditation to the cancer program at ThedaCare.

• The National Cancer Institute awards the Wisconsin National Community Oncology Research Program (WiNCORP), a Wisconsin cancer clinical trial network that includes ThedaCare, with nearly $15.6 million for the next six years to advance treatment options and research for those living with cancer.

ThedaCare By the Numbers

- 7,000+ Employees
- 1,100+ Providers
- 3,000+ Nurses
- 600,000+ Community Members
- 250,000+ Patients Annually
- 17 Counties Served
- 180+ Points of Care
- 7 Hospitals
- 60+ Specialties

ThedaCare Executive Leadership Team

Jim Albin
Chief Information Officer
Imran A. Andrabi, MD
President and CEO
Jackie Anhalt
Chief Philanthropy Officer
Mark Thompson
Chief Financial Officer/President
ThedaCare Board of Trustees

Jim Kotak (Chair)
President and CEO
Menasha Corporation
Mark Barstein (Vice Chair)
Presbyterian Medical Group
Tim Bergstrom
President and CEO
Bergstrom Automotive
Patrick Brennan, MD
General Surgeon
Surgical Associates of Neenah
John Davis
Chief Financial Officer/President
Great Northern Corporation

Maggie Land
Chief Human Resource Officer
Megan Manahan
Chief Brand Officer
Hal McLean
Senior Transformation Executive
Frank Mellon
Senior Innovation Executive
Jim Prasser
Chief Legal Officer
Brian Sterns
Chief of Staff/President of Corporate Administration

Gary Edelman, MD
General Surgeon
ThedaCare Physicians
David Kooper, MD
Nephrologist
Fox Valley Nephrology Partners
Jim Meyer
Vice President-Business Banking
Denmark State Bank
Karen Timberlake
Principal
Michael Best Strategies
Norma Turk, MD
Internalist
ThedaCare Regional Medical Center-Appleton
Imran A. Andrabi, MD
President and CEO
ThedaCare

ThedaCare is an accountable care organization for Medicare in the highest-quality, lowest-cost health care employer in Wisconsin.

The largest employer in Northeast Wisconsin

The first health care organization in Wisconsin to be a Mayo Clinic Care Network member

A model nationally for being the largest employer in Northeast Wisconsin

ThedaCare Physicians - a model nationally for being the highest-quality, lowest-cost health care employer in Wisconsin.
Reach Out and Read
By the end of 2019, ThedaCare had implemented the national Reach Out and Read early-literacy program in all family practice and pediatrics clinics. The doctors in these clinics see each of their young patients, ages six months to 5 years old, a new book during their Well Child visit. The books are age, language and culturally appropriate. The goal of Reach Out and Read is to enhance kids’ brain development and, later, success in school by encouraging families to read and learn together. Research shows about 95% of a child’s brain is developed by age 5.

Impact of STAR
Having started in 2018 with the support of ThedaCare, the STAR (Scholars on Target to Achieve Results) program has helped reduce racial disparity in academic achievement in the Fox Cities. Managed by the Boys & Girls Clubs of the Fox Valley and led by full-time Opportunity Coordinators in the schools, STAR is a culturally responsive academic program that has inspired over 500 middle and high school black students in the Appleton and Menasha school districts. Its primary goals are to increase school engagement, improve graduation rates and enhance post-secondary enrollment among the STAR scholars. In the first two school years of STAR, a total of 40 of 49 of high school seniors in the program earned their diplomas for a graduation rate of 82%. That is a significant increase from a program that has inspired over 500 middle and high school black students in the Appleton and Menasha school districts. Its primary goals are to increase school engagement, improve graduation rates and enhance post-secondary enrollment among the STAR scholars. In the first two school years of STAR, a total of 40 of 49 of high school seniors in the program earned their diplomas for a graduation rate of 82%. That is a significant increase from a graduation rate of only about 65% for black students in the Fox Cities in preceding years.

Here’s the impact of STAR during the 2019-20 school year:

- 33,593 Total Contacts (with scholars, families, school staff, agencies)
- 386 Scholars
- 116 New Scholars

Dear ThedaCare Friends,
ThedaCare has proudly cared for the people and families of our region for more than 110 years, dedicated to our mission of improving the health of the communities we serve. In 2019, the way we carry out our mission became even more focused.

With 20% of our patients’ well-being determined by access to and quality of care and the other 80% determined by social, economic and personal factors, today’s medicine must focus as much or more on keeping people healthy rather than only treating people when they’re sick. We must transform from a health care provider to a leader in population health, a trusted partner in health and well-being. By understanding each person’s needs, it allows us to be proactive in their care, to predict and prevent diseases before complications arise. That means going above and beyond treating a particular condition — it means making care easy and accessible, to help achieve better health for life.

We know it takes more than a health system to achieve our true vision; it takes a team effort involving our entire community. In this Community Benefit Report, you will read about the many ways ThedaCare is connecting with individuals and organizations encouraging people to improve their lives and the lives of others. The stories highlight how we are partnering to better understand the needs in our area, develop solutions and inspire action that leads to better health.

To be successful for today and future generations, we need partners who share our vision and passion for a healthy community. My heartfelt appreciation goes out to every individual and organization who graciously partners with us for these efforts.

Together, we will continue to embrace the spirit of our communities and empower each person to live their best life, creating peace of mind for all we serve.

Imran A. Andrabi, MD President and CEO ThedaCare

Community Health Needs Assessment
Improving community health starts with a thorough understanding of local needs in each hospital market. Every three years, ThedaCare conducts a Community Health Needs Assessment through data collection and grassroots discussion with key stakeholders in each community. Along with community partners — including public health, nonprofit agencies, funding organizations, faith communities and education systems — issues are prioritized and plans are created.

2019 System Highlights
- Earning three or four-star ratings from the Center for Medicare and Medicaid Services at each of our seven hospitals, which means our quality and service are at or above the national average
- Enhancing patient access to include:
  - Cardiovascular care through our partnership with Bellin Health
  - Orthopedic, spine and pain care with the region’s first comprehensive center, designed in partnership with our providers to offer convenient, specialized care, opening in 2022
  - Cancer care services through a growing provider base of more than 25 physicians and advanced practice clinicians serving all our hospitals with sub-specialties in breast and blood cancers and expanding local access to national research trials
- Emergency care with an 18.5 million renovation planned for the Emergency Department at ThedaCare Medical Center-Berlin
  - Retaining and recruiting colleagues who share our values and vision for the future, including 103 physicians and advanced practitioners, 67 leaders and 307 nurses
  - Providing $54.7 million in uncompensated care and support to address unmet health needs in the community, including initiatives for obesity, early childhood/youth, poverty, and mental health and substance misuse efforts
  - Responsibly managing our resources to make it all possible

For a look at the current needs assessment for ThedaCare and our three-year plans, go to www.thedacare.org/getting-involved.
Support for Our Communities

Every year, ThedaCare publishes a Community Benefit Report, which highlights our contributions to our communities in Northeast and Central Wisconsin.

We take into account ways in which our system addresses unmet health needs in the community for which reimbursement is not received. In 2019, the total dollar value of that donated community support, called Community Benefit, amounted to nearly $55 million across the service area.

Examples of ways in which ThedaCare addresses health needs in this manner are featured in many of the stories shared in this publication. In addition to these featured community programs, ThedaCare addresses unmet health needs through training men and women to become doctors and nurses, improving access to behavioral health care, supporting medical research through clinical trials and by providing care to those without the financial resources to pay, as examples. Below is a breakdown of 2019 Community Benefit by category and by hospital.

2019 ThedaCare Community Benefit

- **Community Health Improvement** $2,660,653
- **Health Professional Education** $1,166,343
- **Subsidized Services** $10,505,004
- **Research** $405,008
- **Financial and In-Kind** $6,835,675
- **Community Building** $465,661
- **Community Benefit** $4,707,644
- **Financial Assistance** $27,891,278
- **Government Sponsored** $10,505,004

**Total $54,706,513**

The Community Benefit total includes non-hospital financial assistance and Medicaid. The dollar value of hospital-only Community Benefit is $41,319,045.

Hopes and Dreams Come True

Thanks to the generosity of donors, an Appleton woman enjoyed her version of "Take Me Out to the Ball Game" with her favorite baseball team.

Sarah, a mother diagnosed with brain cancer in 2014, had her wish of attending a Milwaukee Brewers game fulfilled. The ThedaCare Hospice Foundation made the wish possible through its Hopes and Dreams program.

The Hospice Foundation created the Hopes and Dreams program to enhance the quality of life for ThedaCare patients in their end-of-life journey.

Sarah spent the day at Miller Park surrounded by her loved ones while cheering on the Brewers. They made the day even sweeter for Sarah by winning the game 4-3.

Medication Take-Back Drop Boxes

As part of a ThedaCare community health initiative to combat the misuse of opioids and other prescription drugs, medication take-back drop boxes were placed in our seven medical centers.

By investing in the health and wellness of our community, donor support through the ThedaCare Family of Foundations helped to increase access for community members to safely dispose of their unused medication.

ThedaCare is one of the few health care organizations in Northeast and Central Wisconsin that has permanent take-back drop boxes in their hospitals. Unused medication can be dropped into any of the secure boxes 24 hours a day, seven days a week.

Nearly 1,200 pounds of unused medications were collected and destroyed in the first year of take-back drop boxes being available at ThedaCare medical centers.

"We want all community members to have access to safe disposal options. This is part of our responsibility to help find solutions to issues we are facing as a community."

Dr. Jennifer Frank
Chief Medical Officer
ThedaCare Clinically Integrated Network
Early Childhood Partnership and Home Visits for Families

In 2017, the ThedaCare-led Shawano Community Health Action Team (CHAT), made up of diverse leaders from the Shawano and Menominee communities, hosted a daylong plunge to study the state of early childhood.

After visiting with experts from education, childcare, government, health care and nonprofit agencies, the 55 plunge participants concluded that more support was needed for at-risk young families in the first few years of a child’s life, when brain development is at its peak. More needed to be done to reduce child abuse and neglect and promote the social-emotional, educational and physical well-being of children in these critical, life-forming years.

As part of the solution, the CHAT team identified the Parents as Teachers (PAT) model of in-home consultation and support, offered through Family Services of Northeast Wisconsin. The home visitor meets with the young family regularly for up to three years to help first-time parents provide a nurturing, stable environment to give their new baby the best start to life. Since starting in January 2019, the Shawano Area Home Visitor has served 15 families.

While in-home visitation may be right for some families, many others also need support at less-intensive levels. With that in mind, the Shawano Area Early Childhood Partnership was created. This partnership brings together more than 30 early-childhood stakeholders to ensure they all know about each other’s services and can seamlessly connect all young families in need of support to programs and services that can help.

Funding for the Shawano Area Early Childhood Partnership was provided by the Shawano Area Community Foundation, the Mielke Family Foundation, the Community Foundation for the Fox Valley Region and the ThedaCare Family of Foundations.

In 2019, the ThedaCare Berlin CHAT team also launched a home-visitation model in partnership with Children’s Wisconsin (formerly Children’s Hospital of Wisconsin).

Adding home-visitation services in these two communities ensures these programs are now available throughout our primary service area.
Imagine Fox Cities

ThedaCare has been a driving force behind Imagine Fox Cities, an inclusive effort to engage the community in reflecting on our well-being and then intentionally define and co-create the future we want for ourselves, our families and for generations to come.

“As the Fox Cities grows and evolves, we run the risk of forgetting that our strength as a region is in the sum of our parts,” said Paula Morgen, Director of Community Health for ThedaCare. “Along with many community partners, a visioning process engaged more than 800 people from very diverse backgrounds in conversations about their hopes and dreams for the future here. We also conducted a survey, based on well-being science, that helps us understand ways we are thriving and ways we could improve our well-being. The survey and dialogue outcomes helped establish a sort of ‘north star’ in terms of a vision to guide ongoing decisions throughout our community.”

Key elements of the vision include a focus on early education, employment that helps families live whole lives, more opportunities to come together in shared spaces and events as a community, and making sure all feel they belong regardless of race, class, gender, age or sexual orientation. The goal is to enhance individual and collective health and well-being of all who call the Fox Cities home now and into future generations. The survey identified groups of people who are doing well, as well as those who are most suffering and need greater support. A summit in October drew more than 300 individuals in discussion and planning to help make the vision a reality.

Numerous organizations, including businesses, local governments, nonprofits, United Way, chambers of commerce, health organizations, faith communities, educational institutions and more, helped launch Imagine Fox Cities. The initiative has received financial support from ThedaCare Family of Foundations, Community Foundation for the Fox Valley Region, Thrivent, Community First Credit Union, Bank of Kaukauna, The Boldt Family Fund, The David & Rita Nelson Family Fund, Galloway Company, Kimberly-Clark Corporation, Miller Electric Mfg., NA Pfefferle, Secura Insurance Companies Fund, U.S. Venture/Schmidt Family Foundation, and United Way Fox Cities.

Opined Awareness Campaign

As part of our longstanding mission at ThedaCare of improving the health of the communities we serve in Northeast and Central Wisconsin, we have a responsibility to understand health issues in those communities and help find solutions.

ThedaCare leaders and caregivers have been proactive in working to fight and stem the increased addiction to opioids.

“Opioid dependence is a national crisis that hits close to home, affecting our local communities,” said Dr. Jennifer Frank, Chief Medical Officer of the ThedaCare Clinically Integrated Network. “We want to help those in our care understand how to use opioids safely.”

Opioid Awareness Campaign

It only takes a little to lose a lot.
Call 211 for help fighting addiction.

Grandfather, Granddaughter Share Special Bond

As a busy teenager at school and working part time, Lexi Valeri still makes time to volunteer. Having her grandfather, Bob Pink, at her side as dedicated volunteers at ThedaCare Regional Medical Center-Appleton makes the time more special for Lexi.

“I’m proud of Lexi,” Bob said. “Knowing the importance of volunteering and giving back at a young age will give her an important perspective as she continues on in life.”

Lexi is interested in pursuing a career in health care. Her weekly volunteer efforts at the hospital have given her great insights for the future.

“When at the hospital and interacting with patients and their families gives me a chance to learn how to help others in an active setting,” she said.

And Bob, who’s known as a people person, has enjoyed being a source of comfort as he meets and talks with anxious family and friends who are visiting loved ones in the hospital. His many years of volunteering in retirement have been more meaningful while joined by his similarly compassionate granddaughter.

“It gives me another opportunity to spend time with my grandpa,” Lexi said. “It’s nice to get a little extra time with him throughout the week.”

Make a Difference Day

More than 300 ThedaCare team members and their families spread out in our seven hospital communities for a big day of volunteering on the annual Make a Difference Day in October.

Along with colleagues from major businesses in Northeast and Central Wisconsin, participants hopped onto Volunteer Fox Cities Give Back busses at each of our seven hospitals. They were taken to “mystery” locations in those communities for a total of four hours of volunteer service that impacted youth, one of our top community health priorities.

Examples of how ThedaCare team members made a difference by serving and strengthening their communities included:

- Making picnic tables and sorting coats at the Boys & Girls Club in Berlin
- Raking leaves, washing windows and stuffing welcome bags at Harbor House domestic-abuse shelter in Appleton
- Making blankets for guests and working on building repairs at SAM25 Homeless Shelter in Shawano
- Organizing and hosting a Halloween event for mentored youth through Big Brothers Big Sisters in Waupaca
- Making blankets for guests and working on building repairs at SAM25 Homeless Shelter in Shawano
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"We must do this together. To help end this epidemic, everyone must be working toward the common goal of saving lives."

Dr. Zachary Baeseman
Associate Medical Director of ThedaCare Physicians

The most recent Community Health Needs Assessment conducted by ThedaCare highlighted the growing opioid epidemic in Wisconsin. The assessment cited data from the Wisconsin Division of Public Health that the rate of opioid use had more than tripled since 2005.

ThedaCare team members, in turn, formed a multi-disciplinary task force to map out how we can help fight the trend. As part of a strategy outlined by the task force, ThedaCare launched an opioid awareness campaign — "It only takes a little to lose a lot" — that was developed by the Centers for Disease Control and Prevention (CDC). See www.cdc.gov/RxAwareness.

"Drugs impact our communities in a variety of ways," said Dr. Zachary Baeseman, Associate Medical Director of ThedaCare Physicians and Family Medical Physician at ThedaCare Physicians-Waupaca and Wild Rose. "They begin on an individual level and then escalate to involve families and the overall population. Working together to implement solutions will help us make positive changes all around us."

The ThedaCare campaign included billboards, social media, online videos and public service announcements. The campaign contributed to a decline in opioid-related hospitalizations and deaths across Northeast Wisconsin in 2019. It also helped drive more than 300 calls to the new Wisconsin Addiction Recovery Helpline.

Other key components of the campaign included:

• An increase in number of providers offering Medically Assisted Treatment
• Expansion of Sources of Strength, a school-based prevention program
• Drop boxes at ThedaCare sites to safely dispose of unused medication

ThedaCare also has an Opioid Awareness resource webpage, which includes a list of services and contact information. Go to www.thedacare.org/opioidaware.

Impact of Employee Volunteers in 2019

734 Team members who recorded volunteer time
42,780 Volunteer hours
589 Nonprofits reached by volunteer work

Employees make a difference in our communities — serving others at work and helping others outside of work.

In 2019, more than 730 team members volunteered the equivalent of $1,087,895 of labor — the equivalent of 21 full-time employees working on behalf of ThedaCare in the community — to help nearly 600 nonprofit organizations in Northeast and Central Wisconsin. Over 60% of the hours recorded by team members impacted organizations that focus on ThedaCare Community Health Needs Assessment priorities of:

- Early Childhood/Youth (18,393 hours)
- Mental Health/Substance Misuse (1,470 hours)
- Obesity (1,449 hours)
- Poverty/Health Disparities (4,439 hours)

Time invested by team members is turned into dollars through the ThedaCare Employee Volunteer Program. ThedaCare donated $33,425 to the favorite charities of team members who volunteered more than 25 hours in 2019.

New Team Members Make Blankets to Comfort Kids

The men and women who join the ThedaCare team get their jobs started in a uniquely healthy way—for themselves and our communities.

As part of their orientation, the new team members work together to make fleece blankets that are given to organizations that help children who have suffered trauma. Known as "Living Our Mission," the volunteer activity allows the ThedaCare newcomers to create a sense of purpose as they help others in need.

"It’s heartwarming for me to know our new team members have their hearts in the right place," said Jean Blaney McGinnis, ThedaCare Employee Volunteer Program Specialist. "They know they’re going to be serving patients as they start working with us, and they understand what it means to serve others outside of our hospital and clinic walls as well."

Included with the donated blankets are handmade tags that are signed by the new team members with a simple, personal message of encouragement.

Alexandra Luedtke joined ThedaCare in 2019 as an anesthesia technician. She was thankful for the opportunity at her orientation to be on the giving end of a source of security and comfort for kids who have been hurt, physically and/or emotionally.

"The blanket-making activity is a fantastic way to demonstrate the ThedaCare mission," she said. "The activity really demonstrates how ThedaCare seeks out opportunities to help make the community a better place."
Thanks to a long-term investment, ThedaCare is giving a lot of youth plenty of hope, help and strength in Northeast and Central Wisconsin.

ThedaCare is funding $280,000 over five years to expand the universal Sources of Strength prevention program in our rural communities. Developed in 1998 by Mark LoMurray, a North Dakota counselor, Sources of Strength (SoS) has blossomed across the U.S. and in other parts of the world. The highly respected and effective peer-led program addresses suicide prevention among teens. It also helps children with interpersonal violence, bullying and substance-use challenges.

SoS has been prevalent in the Fox Cities, previously implemented in 17 schools through the ThedaCare-supported N.E.W. Mental Health Connection. The Connection is expanding the program to all interested high schools in Calumet, Outagamie and Winnebago counties.

In 2019, ThedaCare further extended the reach and impact of SoS in our service area to the more rural Green Lake, Marquette, Waupaca, Shawano and Menominee counties.

“I’m impressed by how well kids know what they need through their participation in Sources of Strength at their school. They want to connect with their mentors and talk to their friends about the eight strengths we teach in the program. They tell me, ‘Our school really needs this. I really need this.’”

Kara Vanvooren
Sources of Strength Coordinator for ThedaCare

The major funding by ThedaCare resulted in the expansion of SoS to five rural school districts during the 2019-20 school year: Montello, Tri-County (Plainfield), Berlin, Shawano and Wild Rose. Clintonville joined the regional collaborative as a second-year SoS school district.

School districts commit to three years of training and support in the program with an option for two additional years.

The ThedaCare funding helps reduce the training cost to schools by about 75%, from $15,000 to $3,875, for the first three years of the program.

Ratzburg says expanding SoS to partner school districts in the rural counties was a strategy identified through work by ThedaCare to address mental-health and substance-use challenges among youth and to build their resiliency during these challenging years.

“As a health system committed to improving community health, ThedaCare is in a position to lead efforts to address this public health crisis,” Ratzburg said.

Each SoS program has a blend of peer leaders (comprised of 10% of a school’s student body and nominated by staff) and adult advisers from the school and community.

“We include a diverse group of student leaders and diversity of experience,” said Kara Vanvooren, Sources of Strength Coordinator for ThedaCare. “We want all students to feel represented by Sources of Strength leaders and role models.”

SoS focuses on an upstream model of hope-help-strength, not one of sad-shock-trauma, to empower kids as a way to enhance their health and wellness. Youth are mentored to prevent problems from spiraling out of control, rather than rely on intervention when a crisis is underway.