

2023

Mission Integration and Outcomes Report





President's Letter

The Franciscan Sisters of Christian Charity (FSCC) began their Manitowoc Ministry in 1898 with the creation of Holy Family Hospital. For nearly 125 years, they have remained committed to Catholic health care for the residents of our community.

One quarter into the second century of ministering to the community, the sponsors continue to adapt to ensure the Ministry to the people is strong. In 2021, they created a unique Catholic health care ministry when they transferred the majority membership interest in Holy Family Memorial to the Froedtert & the Medical College of Wisconsin health network. This unique partnership creates one of a few secular/Catholic health systems in the United States. Combining the strength of a large academic health system with the tradition and rich history of Catholic-sponsored health care provides a foundation for Holy Family Memorial to serve the health and wellness needs of Manitowoc County for the next 122 years in a Catholic Christian tradition.

Holy Family Memorial remains committed to the Catholic Health Association of the United States (CHA) Ministry Identity Assessment and the seven core mission integration themes. This commitment is enforced through the Catholicity Agreement between Froedtert Health and the FSCC Sponsored Ministries.

Senior leaders selected members of the Mission Integration Assessment Committee to review our Key Performance Indicators. The group elected to address stewardship. The goal is to increase and monitor our sustainability efforts, as well as educate our staff about the impact of stewardship and highlight our Franciscan identity. We look forward to this new and worthwhile work to bring real and lasting solutions to reduce waste and reduce the use of nonrenewable resources, which in turn will ensure a healthier environment for years to come.

To achieve our goals, we are creating a "Green Team" comprised of employees from plant operations, surgery, education, human resources and other departments. We will engage the Holy Family Memorial Sustainability Council and Practice Greenhealth.

Respectfully,

A handwritten signature in cursive script that reads "Tom Veaser".

Tom Veaser
Interim President, Chief Nursing Officer

A Letter from the Director of Mission and Pastoral Care



As mission leader, I have the privilege of leading the Mission Integration Assessment process at Holy Family Memorial. During my time here, I have had the opportunity to work with other dedicated, mission-driven leaders and employees. Senior leaders and the Mission Effectiveness Committee chose to focus on the core commitment of Steward Resources this year due to the challenges facing health care today. The Catholic Church's commitment to the common good and caring for God's creation also guided this decision.

Senior leaders selected members of the Mission Integration Assessment Committee after looking at the Key Performance Indicators (KPIs) for the chosen core commitment. The development of this committee also provided formation opportunities for the committee to learn more about Pope Francis' encyclical *Laudato Si: Care for Our Common Home* and the Catholic Church's *Laudato Si* Platform, a seven-year initiative to achieve real and lasting solutions to the ecological crisis.

Committee members were assigned KPIs to investigate and bring back evidence for the committee to achieve consensus on scoring of each KPI. Based on those discussions, we developed an action plan to address the areas Holy Family Memorial will work on. We realized from this process that we have a great opportunity to increase and monitor our sustainability efforts, as well as educate staff about the impact of stewardship, highlighting our Catholic Franciscan identity.

The Mission Integration Assessment process will continue to occur annually, assessing in-depth one of the core commitments for Catholic health care each year and providing narratives for the other six core commitments. After each of the seven core commitments have been assessed, the process begins over again. Our Mission, rooted in the healing presence of Jesus Christ, will always be at the forefront of all we do here at Holy Family Memorial.

Peace and all good,

A handwritten signature in cursive script that reads "Roxanne Miner".

Roxanne Miner, OFS, BCC
Director of Mission and Pastoral Care

Holy Family Memorial Values and Mission Integration

Core Values

- Stewardship
- Excellence
- Respect
- Innovative care
- Compassion
- Christian environment

Strategic Themes*

- Exceptional care
- Consumer-guided experience
- Market leadership
- Extraordinary people
- Business transformation



Core Commitments Mission Integration	Holy Family Memorial Core Values	Holy Family Memorial Strategic Themes*
Serve as a ministry of the Church	Christian environment	Exceptional care Extraordinary people
Promote and defend human dignity	Respect Compassion	Exceptional care
Promote the common good	Stewardship Innovative care	Consumer-guided experience Market leadership Business transformation
Attend to the whole person	Excellence Christian Environment	Exceptional care Extraordinary people Consumer-guided experience
Care for poor and vulnerable persons	Compassion Respect	Exceptional care Extraordinary people Business transformation
Act on behalf of justice	Stewardship Innovative care	Exceptional care Extraordinary people Business transformation
Steward resources	Stewardship Respect Innovative Care	Business transformation Extraordinary people

* Holy Family Memorial adopted the Froedtert Health Strategic Plan and Themes in 2021.

Alignment of Core Mission Commitment, Values and Mission Integration

Catholic Identity and Mission

Since its inception in 1985, the mission of Franciscan Sisters of Christian Charity (FSCC) Sponsored Ministries has included its dedication to strengthen the Sponsor's commitment by integrating mission and values in its sponsored entities. At the present time, several documents guide the work of the Sponsored Ministries to assure that mission and values are alive in the sponsored ministries. *The Religious and Ethical Directives for Catholic Health Care Services, Sixth Edition* (USCCB, 2018), and *A Shared Statement of Identity for Catholic Health Ministry* (CHA, 2011) direct our work.



Over the years, it has been a struggle to assess mission effectiveness. At some points of history, Catholic identity was assumed as the entities had a Catholic title, were sponsored and operated by religious congregations and, in many cases, had sisters and priests serving in the organizations. Times have changed and the significant role of the laity produced reflection on what it means to be a Catholic organization and what actions and behaviors witness the healing ministry of Jesus.

The FSCC Sponsored Ministries uses an assessment based on a model from Catholic Health Association (CHA), *CHA Ministry Identity Assessment*, and revised to fit the needs of our health care organizations. In order to assess the extent to which mission and Catholic identity are lived within each organization, the assessment process consists of quantitative evidence on key performance indicators and qualitative evidence (examples, stories) for seven mission core commitments. The core mission commitments are also aligned with the core values and strategic themes of each organization.

The quantitative process consists of evidence-based decision-making on key performance indicators under mission and Catholic identity as defined by one core mission commitment each year. Discussion among team members representing a cross-section of employees results in a score for each key performance indicator and a final score for the core mission commitment.

The qualitative process consists of narratives that provide examples of lived mission in the organization under the six other core commitments. The narratives are provided by a variety of members.

Review of both the quantitative and qualitative data results in a written action plan. A goal is identified to improve mission and Catholic identity. Progress on the action plan will be reported in the following year.

Purpose

There are several purposes for our Mission Integration Assessment and Action Plan:

- Assess mission and Catholic identity formally using both quantitative and qualitative data
- Discuss mission in-depth across all levels of the organizations
- Align institutional core values and strategic themes with seven mission core commitments
- Create improvement mission and Catholic identity strategies
- Place mission and Catholic identity on the same level of assessment as other institutional reports
- Give accountability for mission and Catholic identity to the FSCC Sponsored Ministries Board of Directors and Sponsor
- Provide the FSCC Sponsored Ministries with information about resource needs for organizations

Key Definitions

Mission

Seven core mission commitments identifying mission actions:

- Serve as a Ministry of the Church
- Promote and Defend Human Dignity
- Promote the Common Good
- Attend to the Whole Person
- Care for Poor and Vulnerable Persons
- Act on Behalf of Justice
- Steward Resources

These core mission commitments are from a common statement written collectively in 2000 by the members of CHA. **One core mission commitment is chosen by the organization for assessment each year until all seven have been reviewed.**

Integration

The core mission commitment is viewed from various aspects of the organization and aligned with the organization's core values and strategic themes. Assessment by a cross-section of organizational representatives and alignment with the institution's core values and strategic themes as well as depth of scoring of key performance indicators signifies integration throughout the organization.

Assessment

An annual, internal, team-based process using scoring based on both quantitative and qualitative evidence for one core mission commitment each year. Qualitative evidence (examples, stories) is provided by narratives for the other six core commitments.

Action Plan

Written plan with list of strengths, opportunities for growth, and SMART (specific, measurable, attainable, result-based, and time-bound) goal(s). The plan includes responsible person(s), metrics (evidence of success), and explanation of progress on the goal(s). The plan is a result of the assessment.

Key Performance Indicators (KPIs)

Questions to evaluate the degree to which the assessment committee benchmarks performances of the organization for that core mission commitment. The KPIs were derived from existing tools of health care organization-designed tools and created by a CHA taskforce through discussions and consensus-building processes.

If an individual KPI does not fit an organization, it is scored NA. Organizations may also add KPIs if relevant to the entity.

Mission Assessment Committee

A Mission Assessment Committee is formed with Mission Leader and a cross-section of representatives from leadership, board member, quality or process improvement accreditation/regulatory readiness, communications, front-line associate, community member, faculty/staff, education, workforce, operations, and other members deemed essential for assessment.



Mission Assessment Committee 2023

Name	Role/Title	E-mail
Roxanne Miner	Director of Mission and Pastoral Care	roxanne.miner@froedtert.com
Tom Veaser	Chief Nursing Officer and Interim President	thomas.veaser@froedtert.com
Mike DeGere	Vice President and Chief Medical Officer	michael.degere@froedtert.com
Brian Graf	Executive Director, Clinic Operations	brian.graf@froedtert.com
Eric Braun	Director of Facilities and Support Services	eric.braun@froedtert.com
Michael Pettit	Site Director, Finance	michael.pettit@froedtert.com
Sr. Nancy Kinate	Chair of Ethics Committee	nkinate54220@gmail.com
Mary Kiel	Supply Chain Manager	mary.kiel@froedtert.com
Jeremy Sehloff	Manager, Patient Hospitality	jeremy.sehloff@froedtert.com
Joe Wall	Manager, Operations Facility Services	joseph.wall@froedtert.com
Pamela Morgan	System Educator RN	pamela.morgan@froedtert.com
Julie Kohls	Surgery Charge Nurse	julie.kohls@froedtert.com
Heather Sohlden	HR Business Partner	heather.sohlden@froedtert.com

Scoring Sheet

Steward Resources

Core Mission Commitment-1: Serving as a Ministry of the Church						
Evidence Score: (Data or evidence?)	1 (poor)	2 (fair)	3 (good)	4 (very good)	5 (excellent)	NA (not applicable)
Integration Score: (How widespread?)	1 (hardly any areas)	2 (a few areas)	3 (some areas)	4 (most areas)	5 (all areas)	NA (not applicable)
Key Performance Indicators	Score	Score	Evidence/Notes			
PLANNING	4	3	<p>Stewardship is a core value for Holy Family Memorial (Policy 950-110 Vision, Mission, and Core Values) and is posted in all meeting rooms. Policy 950-110 Organizational Ethics 1.1.6. states, <i>“Our Health Care is a Ministry that Accepts Responsibility for Stewardship of the Earth’s Resources - we recognize that all resources, including the resources of the earth are limited. We are committed to a responsible, equitable and ecologically sound use of all resources.”</i> Policy 602-612 Prevention of Infection Related to Construction, Renovation and Maintenance focuses on environmental impact mitigation of construction and remodeling. Directive #6 of Ethical and Religious Directives for Catholic Health Care Services states, <i>“A Catholic health care organization should be a responsible steward of the health care resources available to it.”</i> Standard work in all areas constantly pursues effective use of resources.</p> <p>Strategic Direction: Stewardship/sustainability work can be tied to the six Froedtert Health organizational values; however, there remains much opportunity to actually do so.</p> <p>The Froedtert Health FY24 strategic planning on Environmental, Social, and Governance (ESG) and sustainability work is anticipated to accelerate improved scoring. Holy Family Memorial is also accountable to the FSCC Sponsored Ministries 2022-25 System Strategic Plan which targets financial stewardship and requires demonstrated improvement in the area of environmental stewardship.</p>			
KPI #1: How well is stewardship reflected in our organization’s mission, vision, values, strategic direction and policies?						
KPI #2: Is there an ongoing facility maintenance schedule with capital allocated toward preventive maintenance?	3	3	<p>Facility Maintenance: Long-range facility plans are on hold due to a capital freeze in the current economy. Staffing issues are also affecting facility maintenance. We are doing the best we can within our control.</p> <p>Capital allocation: Funding is budgeted each year for ongoing repairs and maintenance. These funds can be directed by the facilities team to areas of greatest need. Larger dollar capital projects can be brought forward to the system’s Capital Committee for consideration in the next fiscal year.</p>			
ALIGNMENT	4	4	<p>Operations: Leaders are highly accountable financially to being good stewards of resources (people, facility, supplies). Via the value analyses team, physicians becoming more accountable.</p> <p>Medical staff leaders: Regarding financial stewardship, there have been good improvements related to productivity and accountability. Feedback to doctors and clinicians within the Froedtert Northeast Medical Group, including through dedicated medical directors, is provided on an ongoing basis to track progress.</p>			
KPI #3: How well are our organization’s leaders, including medical staff leaders, held accountable for promoting stewardship?						

Key Performance Indicators	Score	Score	Evidence/Notes
KPI #4: How does our organization use a values or ethical decision-making process for decisions around human, financial and environmental decisions?	5	5	<p>Policy FH-COM.032 Code of Corporate Ethics and <i>Ethical and Religious Directives for Catholic Health Care Services (ERDs)</i> are specific to ethics. ERD #7 outlines ways that employees must be treated respectfully and justly. Decisions are based on the values of promoting human dignity and the common good. There is also an Ethics Committee to support families and hospital staff in the resolution of ethical issues. Mandatory training is rolled out annually for all doctors and clinical staff related to ethics. Lastly, there is the Compliance team to support ethical standards when providing care and conducting business.</p> <p>Financial Decisions: The Capital Committee uses a Decision Matrix to provide a quantitative score that assists in the prioritization of capital requests. The Decision Matrix is comprised of five measures (listed below) with five possible values (Critical, High, Moderate, Low, No Impact). [1] Impact on Patient, Employee, and/or Physician Satisfaction [2] Safety, Compliance and Regulatory Need (Patient, Employee, System) [3] Strategic, Growth and Value Plans (Threshold - Service Line, Non-Threshold - Dept) [4] Return on Investment [5] Ongoing Operations (Threshold - Service Line, Non-Threshold - Dept)</p> <p>Environmental Services: We choose chemicals which are designed to be safe but effective. The chemicals break down after 12 hours and are safe to go down the waste stream.</p> <p>Food Service: Decisions are made based on environmental impact and financial stewardship: Food service runs a very efficient low-waste system. To-go containers are some of the biggest items that enter the waste stream and we have worked to change packaging to paper or compostable containers. We cannot eliminate all the plastic packaging yet but we have reduced it. All spending decisions are fiscally responsible decisions made to have the lowest cost overall for the organization. We have replaced equipment when needed that will save the organization in repair costs and frustration from employees that use the equipment.</p>
KPI #5: Are there well-established sustainability efforts within our organization around energy efficiency, waste management and environmental initiatives connected to community health programs?	4	4	<p>Waste volumes are tracked consistently by a single individual across the system. Holy Family Memorial recently (2021-2022) transitioned into Froedtert Health master agreements with preferred waste vendors, so data collection is still relatively new as historic data was limited and inconsistent. Reprocessing of instrumentation through Stryker has been a process at Froedtert Health acute care and surgery center locations for some time. Some capture is beginning to occur at Holy Family Memorial based on 2022 annual report data. Holy Family Memorial energy is captured through utility bills and is only just beginning to be pulled into Energy Star's Portfolio Manager (April 2023). This will eventually make things consistent across the network and allow for greater normalization of numbers (i.e., calculation of Energy Use Intensity – EUI)</p> <p>2020-2022 Community Health Improvement Plan: Outcomes included prescription or over-the-counter drug abuse initiatives. Regarding medication waste management and drug diversion prevention, more than 553 pounds of medications were collected in a Medication Take-Back Event, which helps keep medication out of landfills and water systems. This was in collaboration with the Manitowoc County Sheriff's Department, Manitowoc Metro Drug Unit, Manitowoc Police Department, Manitowoc County Recycling Center and Healthiest Manitowoc County.</p>

Key Performance Indicators	Score	Score	Evidence/Notes
PROCESS	4	4	<p>Financial: Each department has an annual operating budget and the leaders are tasked with staying within the financial parameters of that budget. The expectation is that leaders are making fiscally responsible decisions resulting in superior patient care.</p> <p>Human Resources: Various programs/tools are available to attract, retain, develop talent or steward talent. There are several career pathways for entrance into health care via student clinical placements and for the opportunity to grow talent within and promote into a role when education completed. There is also Career Mobility offered to staff as a confidential resource for those who want to take ownership of the next step in their careers through coaching, transferring and applying. Our Talent Partners continuously partner with Compensation to review the market and be strategic in recruiting initiatives via sign-on bonuses, incentive pay, tuition reimbursement, etc.</p>
KPI #6: What processes does our organization employ to effectively steward financial and human resources and contribute to the sustainability of the environment?			
KPI #7: What processes does our organization employ to promote associates' well-being across a range of dimensions (e.g., workplace spirituality, physical/psychological health, family relationships, etc.)	5	5	<p>Physical/psychological health: Holy Family Memorial promotes well-being through numerous avenues including subsidized membership to Wellness Center, Weightwatchers, Workforce Health Well-being Portal (health coaching, nutrition coaching, online fitness, free massages, free counseling, health appraisals, free access to health care at Workforce Health clinics. Each department has a Workforce Health Champion to promote workforce health in the department. Partnership with Lincoln Financial Group focuses on staff's individual and personal financial needs and all employees have access to the Employee Assistance Program.</p> <p>Workplace spirituality: Daily noon prayer, prayer stations held by Pastoral Care during Advent and Lent, reflections posted on <i>Workplace</i> by Pastoral Care; Pastoral care team available to support staff.</p>
KPI #8: How does our organization provide opportunities for associates to pursue degree programs? Is tuition reimbursement offered?	5	4	Holy Family Memorial offers a tuition reimbursement program. All information is accessible to staff via the organization's intranet page. There are also several college partnerships through which staff can receive tuition discounts.
KPI #9: How well does our organization evaluate and improve these processes?	4	3	Human Resources: These processes are reviewed/evaluated regularly to ensure competitive with market and therefore improved regularly; however, unable to find evidence on frequency.
KPI #10: What systemic approaches (documented, repeatable, monitored and improved upon) are present to avoid waste and establish accountability?	5	4	<p>Supply Chain: We watch expiration dates and try to move supplies to departments to use before we need to toss them. We have a spreadsheet to record the expirations from our supply rooms in the clinical areas to catch supplies before we need to toss them. We also donate any items no longer being used to a Global Relief Organization.</p> <p>Food Service: We have been reducing waste by monitoring food waste and finding options to use products prior to expirations. We have been eliminating plastic products like straws, stir sticks and most packaging containers. Employees take it on themselves to compost food items and gather plastic packaging and recycling it.</p> <p>Environmental Services uses a system of standard chemicals that are low-cost and safe to use. There is minimal waste on products.</p> <p>Surgical Services: We participate in Stryker Sustainability, which reprocesses some surgical items and recycles others for us. All items returned have been examined and approved for reuse. Items that we no longer use or have excess amounts of are donated to missions. Holy Family Memorial staff who have participated in mission trips take some of these supplies with them; others are donated to a general Froedtert Health mission.</p>

Key Performance Indicators	Score	Score	Evidence/Notes
TRAINING/FORMATION KPI #11: How well does our organization's documented training support stewardship?	5	4	<p>Trainings listed in this section are regulatory – assigned on orientation and refreshed annually. Staff participation is tracked through the learning center to maintain and document compliance.</p> <p>Cybersecurity Awareness Training – The content is related to stewardship of electronic resources and patient information. Cybersecurity threats can have a substantial impact on health care organizations. In addition to the financial implications of data breaches, health care organizations may suffer legal penalties and reputational harm.</p> <p>Antimicrobial Stewardship – Antimicrobial stewardship is a systematic approach to improving antimicrobial use, with a view to improving clinical outcomes and minimizing adverse events relating to their use, including the development of antimicrobial resistance.</p> <p>Safety Awareness is a system-wide course providing information on the organizational safety, hazardous chemicals and emergency response practices that ensure patient, visitor and staff well-being and meet OSHA and The Joint Commission training requirements. Safe practice is essential to stewardship of our human and facilities resources.</p> <p>Waste Management Training educates staff in waste handling requirements spelled out by state and federal law. Proper waste disposal can also lead to cost savings for the organization by minimizing expensive waste streams.</p>
KPI #12: To what extent does training make an explicit connection to the organization's mission, vision and values?	5	5	<p>New Employee Orientation:</p> <p>Every Moment Matters Training is integrated into the content for initial orientation. Values, customer service, AIDET, LAST service recovery model, and Excellence in Action are emphasized.</p> <p>AIDET 2.0 – discusses enhancing AIDET skill sets through use of key words, managing up and clear explanations.</p> <p>Compliance and Ethics training (annual and orientation) The Froedtert Health General Compliance, Ethics and the Code of Business Conduct online learning module is designed to provide real life case scenarios and demonstrate commitment to compliance and ethics.</p> <p>Catholic identity/mission/historical presentation during weekly staff orientation</p> <p>Ethical and Religious Directives for Catholic Health Care Services – Presentation reviews ethical principles that guide the Church's healing ministry.</p>
KPI #13: How are formation initiatives utilized to steward our Catholic, Franciscan identity and history of our sponsor?	5	4	<p>New Employee Orientation incorporates a Holy Family Memorial history video and core commitments of Catholic identity. Season of our Heritage – Six-week season in fall to focus on Catholic, Franciscan heritage. Quarterly Heritage tours of FSCC Motherhouse for employees and volunteers. Franciscan feasts of St. Francis and St. Clare are celebrated throughout Holy Family Memorial with treats and prayer cards for all staff and volunteers.</p>

Key Performance Indicators	Score	Score	Evidence/Notes
KPI #14: Does the organization create training that develops associate knowledge and skills to meet organizational needs (financial acumen, LEAN training, other process improvement methods, etc?)	5	5	<p>DISC training for leadership team was initiated in April 2023 and is ongoing.</p> <p>DISC – Know Self – Participants are introduced to DISC, a quadrant-based assessment tool, and the corresponding four key areas of behavioral tendencies. Utilizing this information enables them to be acutely deliberate in action, agile in reaction and to align strengths for better outcomes.</p> <p>Disc: Engage Team: During this course, participants strengthen their understanding of and their ability to apply information about four areas of behavioral tendency and their corresponding energies. Utilizing this information, they are better able to foster an environment in which: positive interaction can be common; job assignments are aligned for best outcomes; and, there is noticeable individual/team energy, productivity and success in achieving goals.</p> <p>Extensive leader development resources are available on our intranet.</p> <p>Topics included: Leadership development, effective communication, empathy, teambuilding, leader onboarding resources, career development, mentoring, LAND (Leadership Advancement and Networking Day)</p> <p>Regarding process improvement: Extensive resources supporting change management, ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement), learning opportunities, resources, and tools are included on the organization intranet.</p>
KPI #15: Does training exist for associates across multiple levels of the organization to develop their skills and gifts for their growth?	5	3	<p>Regularly scheduled regulatory education modules are assigned upon orientation and annually through the Learning Center. There is a library of self-paced as well as instructor-led online courses that are searchable and accessible to all employees. Additional unit-based staff development initiatives are ongoing, for example:</p> <p>A medical-surgical nurse residency program is being adapted for Holy Family Memorial beginning with the first cohort in May 2023. The Nurse Residency Program is considered an extension of unit orientation for newly licensed nurses and nurses with less than one year of experience.</p>
KPI #16: Are training programs, continuing education, and continuing medical education opportunities offered on location? Is time provided for participation?	4	4	<p>Holy Family Memorial clinical and staff education is supported by two system educators who provide support to leadership providing system education as well as developing education to address education needs identified. Process development is ongoing to improve this process and create a workflow that is optimally efficient in identifying and responding to evolving staff education needs. For example: Pediatric Transition Seminar was developed to support a recent practice change that involved the transition of pediatric admissions to the general medical surgical unit as a result of the closure of the maternal-child unit. Our goal is to ensure that key medical/surgical staff are afforded the opportunity to review developmental and clinical considerations that will facilitate application of their current knowledge/skills to the limited pediatric population that they will serve. The purpose of this education is not to train pediatric specialists, but rather generalists who can safely and confidently provide care to stable pediatric patients within the scope that has been defined by pediatric and surgical doctors and clinicians at Holy Family Memorial and to promptly identify changes in condition that would warrant elevation to a higher level of care.</p> <p>The Organizational Development Office has been integral in coordinating medical student rotations for Kansas City University as well as the Medical College of Wisconsin Green Bay campus students. Continuing medical education resources and credits are available at every clinical care location through an organizational subscription to UpToDate online medical education resources through Wolters Kluwer.</p>

Key Performance Indicators	Score	Score	Evidence/Notes														
KPI #17: What considerations are given to special populations such as ex-offenders, disabled persons, and immigrants?	3	3	Holy Family Memorial employees have access to numerous Business Resource Groups organized to foster a diverse and inclusive workplace. Project SEARCH is a program that supports adults with developmental disabilities to reach their full potential. This program is not currently enterprise-wide; however, partnership locally with Ascend Services has been initiated and opportunities explored. Locally, we are also working to build a relationship with the Hispanic population within Manitowoc County. We continue our CORE Rehabilitation partnership.														
MEASUREMENT	1	1	Cafeteria: We are reducing the amount of disposable plastics in the cafeteria. We are also using meatless Mondays as a program to raise awareness of environmental issues. Environmental Stewardship metrics are limited and not consistently tracked nor communicated to staff/leadership. As part of strategic prioritization of ESG work future proposals will recommend tracking under the Sustainability Accounting Standards Board (SASB) Health Care Delivery Standard, as well as driving on core Practice Greenhealth metrics (regardless of membership or not).														
KPI #18: To what extent are metrics in place related to stewardship? How are environmental stewardship initiatives monitored and evaluated?																	
KPI #19: How are financial health metrics monitored and reported? (margin, days cash on hand, bond rating, etc.)	5	5	Financial metrics for individual entities (Holy Family Memorial) are reviewed monthly against their operating budgets. Individual entities are measured on both the operating margin and the operating margin percent. As Holy Family Memorial is now part of the Froedtert & the Medical College of Wisconsin health network we no longer report days cash on hand or bond ratings for just Holy Family Memorial.														
KPI #20: How are human resources metrics monitored and evaluated? (engagement, retention, etc.)	5	5	Human Resources metrics are published publicly via MyDA weekly where data can be filtered and drilled into. Recruiting metrics are shared monthly with executive leadership. Engagement is surveyed on an annual basis with teams that may be struggling and give them the opportunity for a pulse survey. There are also roles specific to HR Workforce Analytics within the enterprise to support monitoring and evaluation on a regular basis.														
IMPACT	3	5	Financial: As Holy Family became a part of the Froedtert & the Medical College of Wisconsin health network, the hospital and medical group were split into two distinct entities. Holy Family has also been converted from a calendar year to a fiscal year running from July to June. These two changes make it difficult to trend financial results over an extended period of time. Holy Family Memorial based on calendar year end: <table><tr><td>Jan 1 – Dec 31</td><td>CY 2018</td><td>CY 2019</td><td>CY 2020</td></tr><tr><td>Operating margin</td><td>(17,861,749)</td><td>(382,216)</td><td>(7,715,746)</td></tr></table> Froedtert Northeast Medical Group based on fiscal year end: <table><tr><td>Jul 1 – Jun 30</td><td>FY 2021</td><td>FY 2022</td></tr><tr><td>Operating margin</td><td>(19,015,568)</td><td>(35,248,441)</td></tr></table> Human Resources: Human Resources trends are accessible via the MyDA platform. Current trends show a continued increase in active employees, continued decline in vacancy rate, turnover rate maintaining consistency, and a retention rate above 85% . Environmental Stewardship: Waste and energy data have multi-year measurements for sites across the enterprise, which allows for some trending. Holy Family Memorial is still being integrated into this process (see comments in #18) and will require some time before year-to-year info is meaningful.	Jan 1 – Dec 31	CY 2018	CY 2019	CY 2020	Operating margin	(17,861,749)	(382,216)	(7,715,746)	Jul 1 – Jun 30	FY 2021	FY 2022	Operating margin	(19,015,568)	(35,248,441)
Jan 1 – Dec 31	CY 2018	CY 2019		CY 2020													
Operating margin	(17,861,749)	(382,216)	(7,715,746)														
Jul 1 – Jun 30	FY 2021	FY 2022															
Operating margin	(19,015,568)	(35,248,441)															
KPI #21: What are the current levels and multi-year trends in measures of financial resource, human resources and environmental stewardship?																	

Key Performance Indicators	Score	Score	Evidence/Notes
KPI #22: How do our purchasing processes support the local economy with attention to community and minority-owned vendors?	4	4	Wellness Center uses local servicing options first, then others. In order to balance stewardship, we allow for local agents to compete with those who are outside the community. Supply Chain: After our integration with the Froedtert & the Medical College of Wisconsin health network, our purchasing team is based in Milwaukee. We use the same Group Purchasing Organization (GPO) contract as we did with Holy Family Memorial so many of the vendors are laid out under the Vizient and Captis plan. We do, however, use many local service vendors in our community. At least 11 vendors are included that are Manitowoc-based. Froedtert Health purchasing as a whole consists of 8% diverse vendors.
KPI #23: To what extent is our organization involved in socially responsible investing with attention to the environment?	4	4	While we don't have any investments in dedicated ESG or SRI marketed funds/SMAs, we did have our overall portfolio scored by MSCI in early 2022, and scored very well – 'AA.' More information on the rating methodology can be found at: https://www.msci.com/our-solutions/esg-investing/esg-ratings
KPI #24: How do we perform, year over year, in financial metrics?	3	5	See KPI #21
KPI #25: In what ways have we been recognized and awarded for excellence in stewarding financial, human or natural resources?	1	1	No information available.
KPI #26: How do we perform, year over year, in willingness of associates to recommend the organization as a “great place to work?”	4	4	Year-over-year engagement scores continue to improve and our 2023 Full Survey showed our score is +0.08 over the National Integrated Health System one-year average score. There are tools and resources available to leaders on the Leadership Resource Center to support engagement. There is also an opportunity to develop high potential staff by offering an informal engagement advocate role to champion positive engagement and partner with leaders and the team to focus on areas of opportunity.
Final Score	4.04	3.88	

Codes to be reviewed:

Each code is reviewed for the past three years. Most recent complete year and two previous years.

Code	# of cases			Code	# of cases			Code	# of cases			Code	# of cases		
	2023	2022	2021		2023	2022	2021		2023	2022	2021		2023	2022	2021
59840	0	0	0	59866	0	0	0	55250	0	0	0	89272	0	0	0
59841	0	0	0	58565	0	0	0	58321	0	0	0	89258	0	0	0
59850	0	0	0	50860	0	0	0	58976	0	0	0	89342	0	0	0
59851	0	0	0	58605	0	0	0	58974	0	0	0	89352	0	0	0
59852	0	0	0	58611	0	0	0	89250	0	0	0	89268	0	0	0
59855	0	0	0	58615	0	0	0	89251	0	0	0	89280	0	0	0
59856	0	0	0	58670	0	0	0	89253	0	0	0	89281	0	0	0
59857	0	0	0	58671	0	0	0	89255	0	0	0				

Description of Codes:

59840-59857 – various types of induced abortion

59866 – Multi-fetal pregnancy reduction(s) (abortion)

58565-58671 – Various procedures involving tubal ligation (sterilization)

55250 – Vasectomy (sterilization)

58321-89281 – Various methods of assisted reproductive technology



Update on 2021-22 Action Plan

The Holy Family Memorial 2021-22 Action Plan, based on the core commitment Serve as Ministry of the Church, was to initiate dialogue with leaders of our local Hispanic community to establish trust, develop ongoing conversations with them, and identify health care needs. Our action plan also included attempting to diversify the Holy Family Memorial workforce since the Hispanic population is the fastest growing ethnic population in our county. We identified key leaders in the Hispanic community and invited them to an initial “listening circle” held at Holy Family Memorial. The circle continued to expand and resulted in Holy Family Memorial forming a partnership with St. Francis of Assisi parish in Manitowoc in order to better serve the needs of the Hispanic community. Holy Family Memorial is also collaborating with the Hispanic community at St. Thomas the Apostle Church in Newton.

On May 21, 2023, Holy Family Memorial and St. Francis of Assisi parish cohosted a Resource Gathering Social after the Spanish Mass at St. Francis of Assisi Church. Other agencies that could provide resources for the Hispanic population were also invited. They were: Grow It Forward, The Crossing, Catholic Charities, Lakeshore Cap, Lakeshore Community Health Care and Roncalli Schools. Approximately 35 members of the Hispanic community attended the gathering.

2023 Action Plan

Core Commitment: Steward Resources

Final Score: 4.04 out of 5

Strengths

- Our Catholic Franciscan mission and values align well with this core commitment
- Investment in training and support for our associates through tuition reimbursement, clinical training, mission integration and well-being activities, evidenced by long-tenured associates
- Ethical processes in place for decision-making
- Attempts underway to reduce and/or avoid waste
- Objective allocation of financial resources
- Reprocessing and other sustainability efforts in place
- Stewarding the legacy of our Catholic Franciscan heritage

Opportunities for improvement

- Consideration of special populations for employment
- Formalize membership in Practice Greenhealth and/or other environmental organizations in order to develop metrics and build opportunities for recognition
- Develop cost-improvement plans
- Identify departments that are using innovative sustainability efforts and celebrate their successes; use as a model for other departments
- Begin “Sustainability Rounding” to identify gaps in sustainability efforts
- Education around the impact of stewardship and the “why” (highlighting our Catholic Franciscan tradition)

For this Core Mission Commitment, list KPI numbers related to this goal: KPI #: 1,5,6,10,11,12,18

SMART Goal: (specific, measureable, attainable, results-based, time-bound)

Holy Family Memorial will develop a Green Team as part of the Froedtert & the Medical College of Wisconsin health network in order to advance environmental responsibility and mindfulness in service of improving the health of the communities we serve and being good stewards of our resources.

Activity The Holy Family Memorial Green Team will use Workplace and other venues to educate staff on the Catholic Franciscan tradition and importance of integral ecology and encourage our employees to access environmental sustainability resources	Evidence Number/frequency of views and responses	Person Responsible Holy Family Memorial Green Team
Activity The Holy Family Memorial Green Team will use Practice Greenhealth benchmarks to assess our progress towards energy efficiency and sustainability	Evidence Data will be submitted to Practice Greenhealth in order to assess progress	Person Responsible Holy Family Memorial Green Team

Core Commitment: Serve As Ministry of the Church

An important aspect of our Catholic identity is the way we remain connected with the diocesan bishop and other Catholic entities in the community. Bishop David Ricken makes his annual pastoral visits to Holy Family Memorial each fall. The bishop spends time visiting and blessing patients and staff, presides at Mass in the Holy Family Chapel, and eats lunch with frontline staff and leaders. His pastoral visits reinforce the important ministry of healing that we undertake. The Franciscan Sisters of Christian Charity continue to serve as sponsor of Holy Family Memorial, as board and committee members, and as volunteers. Their witness and legacy continue to inspire us.

Holy Family Memorial has a strong relationship with the priests who serve the Catholic parishes in Manitowoc County. Ten area priests assist at Holy Family Memorial at least once a month with sacramental care. Mass is held daily from Tuesday to Friday in our chapel due to the availability of these priests. They also anoint our Catholic patients who request Sacrament of the Sick. We have a priest on call 24/7 for emergency Last Rites. Volunteers from St. Francis of Assisi parish serve as chapel sacristans, TV techs and lectors at daily Mass in the Holy Family Memorial Chapel and bring communion to our patients. This past year Holy Family Memorial partnered with St. Francis of Assisi parish and Catholic Charities in our outreach to the local Hispanic community.

Holy Family Memorial is a supporter of Roncalli Catholic Schools. One of Holy Family Memorial's board members is a Roncalli staff member. We also promote Roncalli activities on our electronic message boards at our Western Avenue and Lakefront campuses and donate to Roncalli fundraiser events.

Holy Family Memorial has a presence at Felician Village, a senior living facility sponsored by the Felician Sisters. We have a clinic there and have a collaborative memory care program. One of our senior leaders serves on the Felician Village Board. Holy Family Memorial also supports other Manitowoc community programs that share in our mission, such as The Crossing and the Manitowoc Warming Shelter. Jacob Maclean, DO, one of our family medicine physicians serves as medical director for The Crossing.

As a ministry of the church, we uphold Catholic moral and ethical principles. Therefore, we monitor codes to make sure there are no violations to the *Ethical and Religious Directives for Catholic Health Care Services*. The following chart shows the codes that deal with prohibitive practices and verifies that none of these procedures have occurred at Holy Family Memorial.

Core Commitment: Promote and Defend Human Dignity

Promoting and defending human dignity fosters the relationship between patient and professional. One way we support this commitment at Holy Family Memorial is through leader rounding. Hospital leaders “round” or visit patients daily. During open conversations with patients, leaders solicit their direct feedback, address concerns and share positive comments with staff. This ensures we are providing meaningful interactions, proactively managing expectations and recognizing staff for delivering quality care for every patient, every time.

Purposeful rounding builds relationships and allows our patients to have a voice in their care during their stay. Patients tell us they enjoy interacting during daily care coordination activities with their health care team and find this meaningful. This open dialogue provides the opportunity for patients to have their questions answered and set goals. Expectations are more easily managed when all parties, patient and caregiver, have a voice in care coordination. Patient goals are recorded on the in-room communication board for continuous visibility and patient and staff accountability.



This in-room communication board also benefits family and other loved ones during a patient's stay. Even though loved ones may not have had the opportunity to participate in the daily care coordination discussion with the patient, thanks to the communication board they can see the patient's goals for the day, along with other pertinent information related to care.

Not only does leader rounding support the patient, it also supports promoting and defending the human dignity of our health care professionals. Through discussion with patients, leaders are able to identify areas of opportunity and areas of strength. Our health care professionals are able to receive immediate feedback on recognition received during rounding, promoting their confidence and adding value to their work and quality of life. Areas of opportunity can be escalated and addressed in a timely manner, alleviating undue stress for frontline professionals.

Core Commitment: Promote the Common Good

Holy Family Memorial is committed to promoting and protecting the common good of our patients and the communities we serve. Collaborating with many other community stakeholders, the 2022 Community Health Needs Assessment was completed across 14 Manitowoc County zip codes. This intensive effort included interviews of more than 1300 Manitowoc County residents regarding adult and child health risk factors, health behaviors and perceptions of pressing community health issues. Survey data and key informant interview results were combined with analysis of multiple additional population health data sources. Collectively, this informed the 2023-2025 Implementation Strategy, which defined the top three health priority areas: behavioral health, workforce development and chronic disease prevention.



Holy Family Memorial leadership, doctors, clinicians and employees donate their expertise, abilities and financial resources throughout the community. This includes participation on boards of community organizations, churches and other nonprofit groups. Holy Family Memorial was recognized as the 2022 United Way Manitowoc County Top Workplace Campaign. These efforts supported food, housing, education, employment and financial stability in the diverse communities we serve, recognizing that these and other social determinants of health are critical to well-being. Holy Family Memorial staff also gave their time to prepare hundreds of hygiene kits for local homeless shelters and volunteered at a local shelter for survivors of domestic violence and sexual assault.



Core Commitment: Attend to the Whole Person

At Holy Family Memorial, we are proud of the opportunities and offerings we have for our associates and patients to care for themselves in a holistic and comprehensive manner. We successfully leverage all available resources, pursue necessary and novel opportunities, inform our associates and patients about the opportunities and ensure frictionless process to improve utilization of the resources.



The pandemic highlighted the unique needs of our associates, patients and community members. COVID-19 safety protocols increased social isolation, created and exacerbated mental health issues and limited access to venues facilitating physical activity. There were obvious gaps identified within the domains of physical, emotional and spiritual well-being. The pandemic forced the organization to rapidly pursue and adopt new solutions to address the needs of our associates. Fortunately, offerings via Froedtert & the Medical College of Wisconsin health network have expanded the solutions we have at our disposal. Weightwatchers®, virtual health coaching, nutrition coaching, online fitness programs, free massages, free counseling, health appraisals and access to the Wellness Center are a few of the opportunities available to our associates to improve and manage their physical and mental health.

We have worked diligently at the Wellness Center to offer medically based classes and a welcoming atmosphere for all community members. The wellness fund is available for community members with financial barriers and reduces the expense of a three-month membership by 75% so everyone can realize the benefits of regular social interaction and exercise.

Most importantly, the organization offers access to pastoral care and regular chapel services for staff and patients. Leadership opens meetings with reflections and missions moments to encourage, energize and align associates to our Catholic mission. This connection with our mission and alignment with spiritual well-being is a differentiator within the health care landscape and is one of the reasons Catholic health care continues to be a sought-after model within the region.

Core Commitment: Care for Poor and Vulnerable Persons

Holy Family Memorial cares for the poor and vulnerable persons, not only directly in the Manitowoc County community, but also in the international community. For over 13 years, staff, anesthesia doctors and clinicians and physicians from Holy Family Memorial have participated in medical mission trips to various locations in areas where medical care, especially surgery, is not readily available. A team travels at least once a year to provide surgical care for all ages, for roughly two weeks. Patients come from great distances, sometimes by foot, to receive this care.



This group brings anesthesia machines and donated medical supplies with them as they travel. They set up multiple operating room bays in a given area and work together to provide the best possible care to these people whom otherwise would never have this care available to them.

Porter, an employee of Holy Family Memorial, participated for the first time in April 2023. He heard from friends and coworkers what a great impact it had on them. He also wanted to experience an international medical mission to help him prepare for medical school. Through his experience, he learned the power of people from different areas using their talents and education to serve those who are less fortunate and live thousands of miles away. He appreciated the strong community of Christians worldwide regardless of the cultural communication gap. Serving the ultimate Physician and doing His work was most fulfilling.

Core Commitment: Act on Behalf of Justice

Act on Behalf of Justice is a core commitment of mission integration at Holy Family Memorial. Legally and ethically, justice means to do right. Biblically, it involves being in the right relationship with God, oneself, others and creation. In its Biblical meaning, there is the added mandate to exercise special concern and care for the poor and vulnerable. New resources at Holy Family Memorial facilitate tracking evidence of mission integration in its operations, services and relationships.

Holy Family Memorial has a governance framework, which governs doing the right, legally and ethically throughout the organization and guides the exercise of right relationships. As a health care provider, the pivotal relationships of Holy Family Memorial are: caregivers to patients; employers to employees, community member to civic community. Mechanisms of accountability and compliance are in place through which data is systematically collected and analyzed to inform decision-making, strategy development and improvement planning. A review of this framework and its current outcomes was presented at the annual Holy Family Memorial board meeting on May 24, 2023.

As a healing ministry of the Catholic Church, Holy Family Memorial also has a Catholicity Agreement that governs its operations, services and relationships. In the first quarter of 2023, Cathy Jacobson, CEO of Froedtert Health, provided Bishop David Ricken a Statement of Compliance to the Catholicity Agreement. In addition, in collaboration with the local executive team and board, the Ethics Committee shares responsibility for accountability relative to the *Ethical and Religious Directives (ERD) for Catholic Health Care*. Acting on behalf of justice is prescribed, promoted and protected by the governance framework, the Catholicity Agreement, and the ERDs.

Recent updates indicated positive trends in many areas relative to Act on Behalf of Justice. These include increased streamlining of some business practices, more confidentiality protections, a variety of community outreach programming and activity, and higher percentages of participation and better scores on employee and patient satisfaction surveys. We have also seen improved quality scores, more diversity, inclusion and equity initiatives and concerted efforts on clinical team building and communication. The Community Benefits Report is another example of acting on behalf of justice.

The governance framework, the Catholicity Agreement, and alignment of Core Mission Integration Commitments, Core Values and Strategic Themes provide parameters and avenues to assess Act on Behalf of Justice and the other core commitments in relation to the day-to-day operations and relationships exercised by the organization.



Notice of Nondiscrimination

Discrimination is against the law.

Froedtert Health complies with applicable Federal civil rights laws and does not discriminate exclude or treat people differently on the basis of race, color, national origin, age, disability, sex, religion, political beliefs, sexual orientation, or filing of a prior civil rights complaint.

Froedtert Health:

- Provides free aids and services to people with disabilities to communicate effectively with us, such as:
 - Qualified sign language interpreters
 - Written information in other formats (large print, audio, accessible electronic formats, other formats)
- Provides free language services to people whose primary language is not English, such as:
 - Qualified interpreters
 - Information written in other languages

If you need these services, contact Patient Relations at 414-805-2882 (Monday - Friday 8 a.m. – 4:30 p.m.) or the operator at 414-805-3000.

If you believe that Froedtert Health has failed to provide these services or discriminated in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with:

Patient Relations,
9200 West Wisconsin Ave
Milwaukee Wisconsin, 53226
Ph: 414-805-2882 TTY: 1-800-947-3529
Fax 414-805-4651
froedtert.com

You can file a grievance in person or by mail or fax. If you need help filing a grievance, Patient Relations is available to help you.

You can also file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights, electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at:

U.S. Department of Health and Human Services
200 Independence Avenue,
SW Room 509F, HHH Building

Washington, D.C. 20201
1-800-368-1019 (Voice), 800-537-7697 (TTY)
OCRComplaint@hhs.gov

Complaint forms are available at <https://www.hhs.gov/ocr/filing-with-ocr>.

ATTENTION: If you speak another language, assistance services, free of charge, are available to you. Call: 414-805-3000 (TTY: 1-800-947-3529).

Español (Spanish):

ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al: 414-805-3000 (TTY: 1-800-947-3529)

Hmoob (Hmong):

LUS CEEV: Yog tias koj hais lus Hmoob, cov kev pab txog lus, muaj kev pab dawb rau koj. Hu rau: 414-805-3000 (TTY: 1-800-947-3529)

繁體中文 (Chinese)

注意：如果您使用繁體中文，您可以免費獲得語言援助服務。請致電 414-805-3000 (TTY: 1-800-947-3529)

العربية (Arabic):

انتباه! إذا كنت تتحدث لغة أخرى، فإن خدمات المساعدة اللغوية متوفرة لك مجاناً! اتصل بالرقم 414-805-3000 (رقم الصم والبكم: 1-800-947-3529)

والبكم: 1-800-947-3529)

Deutsch (German):

ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufnummer: 414-805-3000 (TTY: 1-800-947-3529)

Русский (Russian):

ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 414-805-3000 (TTY: 1-800-947-3529)

한국어 (Korean):

주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 414-805-3000 (1-800-947-3529) 번으로 전화해 주십시오.

Tiếng Việt (Vietnamese):

CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 414-805-3000 (TTY: 1-800-947-3529)

Deutsch (Pennsylvania Dutch):

Wann du [Deutsch (Pennsylvania German / Dutch)] schwetzscht, kannscht du mitaus Koschte ebber gricke, ass dihr helft mit die englisch Schprooch. Ruf selli Nummer uff: Call 414-805-3000 (TTY: 1-800-947-3529)

ພາສາລາວ (Lao):

ໂປດຊາບ: ຖ້າວ່າ ທ່ານເວົ້າພາສາ ລາວ, ການບໍລິການຊ່ວຍເຫຼືອດ້ານພາສາ, ໂດຍບໍ່ເສັຽຄ່າ, ແມ່ນມີພ້ອມໃຫ້ທ່ານ. ໂທ 414-805-3000 (TTY: 1-800-947-3529)

Français (French):

ATTENTION : Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement. Appelez le 414-805-3000 (TTY: 1-800-947-3529)

Polski (Polish)

UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer 414-805-3000 (TTY: 1-800-947-3529)

हिंदी (Hindi):

ध्यान दें: यदि आप हिंदी बोलते हैं तो आपके लिए मुफ्त में भाषा सहायता सेवाएं उपलब्ध हैं। 414-805-3000 (TTY: 1-800-947-3529) पर कॉल करें।

Shqip (Albanian):

KUJDES: Nëse flitni shqip, për ju ka në dispozicion shërbime të asistencës gjuhësore, pa pagesë. Telefononi në 414-805-3000 (TTY: 1-800-947-3529)

Tagalog (Tagalog – Filipino):

PAUNAWA: Kung nagsasalita ka ng Tagalog, maaari kang gumamit ng mga serbisyo ng tulong sa wika nang walang bayad. Tumawag sa 414-805-3000 (TTY: 1-800-947-3529)



