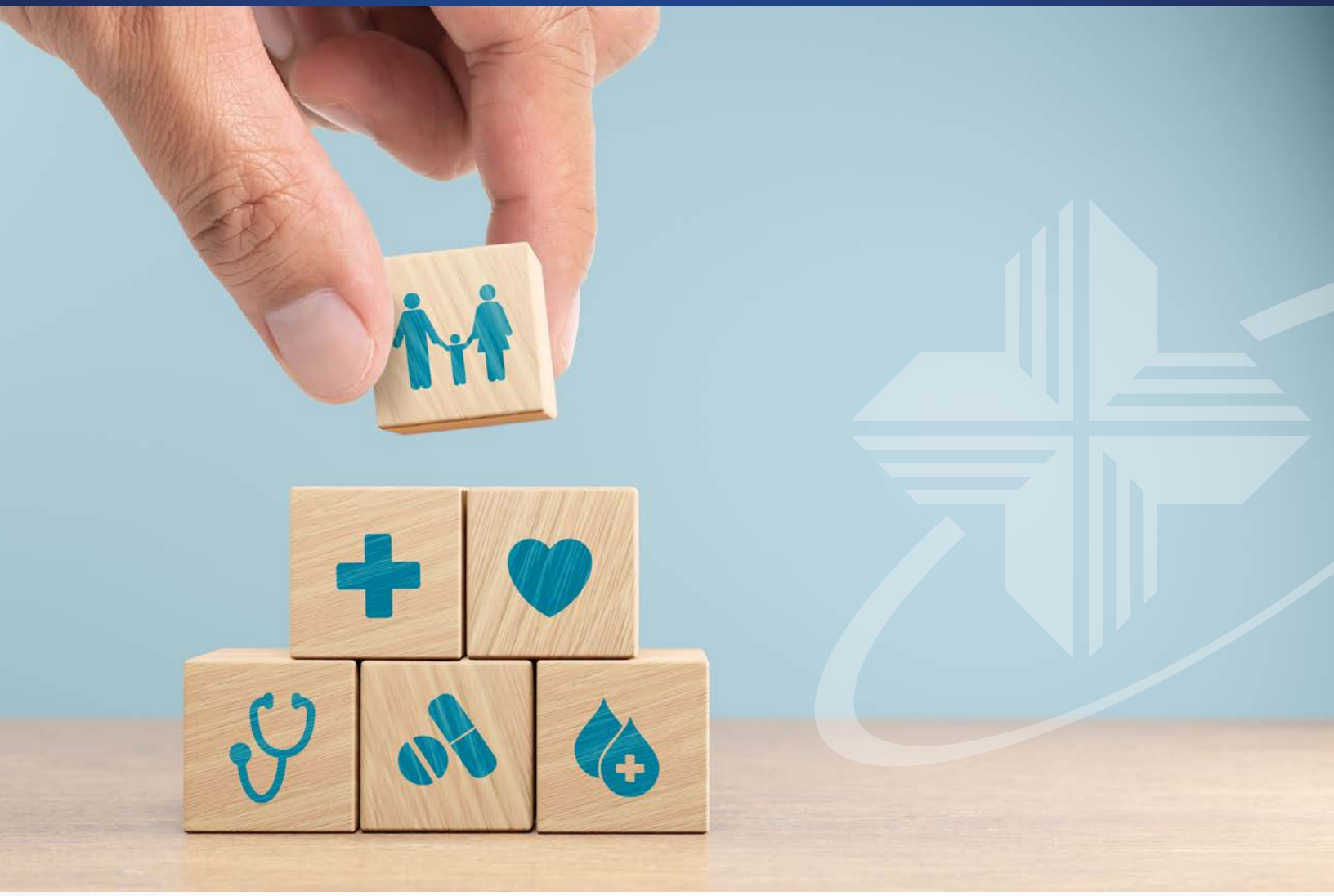
2025
Mission Integration and Outcomes Report



Froedtert & Medical College of Wisconsin

Holy Family Memorial
Sponsored by the Franciscan Sisters of Christian Charity

President's Letter

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

In 2021, Froedtert Holy Family Memorial Hospital finalized an affiliation agreement with the Froedtert & the Medical College of Wisconsin health network. Then, in 2024, Froedtert Health and ThedaCare became a combined organization — Froedtert ThedaCare — to make a lasting impact by advancing local health care and building a brighter future for Wisconsin communities. Through this journey, Froedtert Holy Family Memorial Hospital remains committed to the values of our sponsoring Sisters.

To demonstrate our ongoing commitment, Froedtert Holy Family Memorial Hospital is using the Catholic Health Association (CHA) of the United States Ministry Identity Assessment process. Beginning in 2025, we are following CHA's three-year assessment cycle to address the seven Core Commitments. This year, we are focused on three of the commitments. Over the next two years, we will focus on the remaining four commitments (two per year).

This year's focus:

- **Act on Behalf of Justice**: We have processes in place to address targeted priority health needs (Community Health Needs Assessment), ensure transparency in safety (RELI process) and provide training that fosters community-building (new employee orientation and annual training).
- **Attend to the Whole Person**: Our Catholic roots guide us in caring for the whole person, including spiritual needs. Access to chaplains, chapel resources, internal programming, and external agencies and services allows us to support our patients and team members as needed.
- **Promote the Common Good**: We promote the common good through Mission and Pastoral Care services, the Community Health Improvement Plan, community service, Froedtert in Action volunteering, daily huddles focused on safety and improvement initiatives, and annual education requirements around workplace safety.

These commitments are not just ideals. They are actions that shape how we care for our patients, support our colleagues and serve our broader community. Our employees are the heart of this healing ministry, and we are deeply committed to their holistic well-being — spiritually, physically and emotionally. Through Mission and Pastoral Care, Workforce Health initiatives, career development opportunities and open dialogue, we strive to create a compassionate and supportive environment for all.

As we move forward together, we remain steadfast in our mission and inspired by the legacy of our founding Sisters.

Respectfully,

Brian Graf
Vice President, Froedtert Holy Family Memorial Hospital, Froedtert ThedaCare

A Letter from the Director of Mission and Pastoral Care

During this Jubilee Year, as we reflect on our journey as pilgrims of hope, I remain confident in the strength and vitality of Catholic health care in our community. Guided by our mission, we continue to strive to be the healing presence of Jesus Christ to all we serve.

Our annual assessment of Catholic identity and mission is a vital opportunity to remain true to our values and hold ourselves accountable to our sponsor, the Franciscan Sisters of Christian Charity, and to all our stakeholders. This year, we are using the revised Ministry Identity Assessment tool developed by the Catholic Health Association in 2023. In the past, we followed a seven-year cycle, assessing one of the seven Core Commitments each year. But seven years is a long time in today's ever-changing health care industry.

In 2025, we launched a new three-year assessment cycle, during which we will evaluate all seven Core Commitments of Catholic health care. In this first year of the cycle, we are focusing on the three Core Commitments that have not yet been assessed since we began this process in 2020: Act on Behalf of Justice, Attend to the Whole Person and Promote the Common Good. Over the next two years, we will assess the remaining four commitments, focusing on two each year. Then, we will repeat the cycle.

To support this work, we streamlined our process into two focused four-hour meetings in April and May 2025. The first meeting emphasized formation around the three commitments, bringing together both the Core Commitment teams and the steering team. Afterward, each Core Commitment committee met independently to discuss and score evidence using the Baldrige Maturity Framework (described on page 8).

At the final meeting, the steering team reviewed the scores, identified organizational strengths and discussed opportunities for growth. A key insight that emerged was the deep interconnection among the three commitments. Caring for the whole person reveals inequities and barriers that hinder human flourishing. This awareness compels us to act for justice, ensuring each person has what they need to thrive. Justice, in turn, upholds human dignity and is essential to building the common good. A community cannot flourish where justice is absent; injustice for some undermines the well-being of all.

In light of this insight, we developed an action plan with a particular focus on our employees. We recognize that employee engagement and wellness are foundational to delivering excellent patient care and advancing these Core Commitments in meaningful, sustainable ways.

I am grateful to serve the Froedtert Holy Family Memorial Hospital community and feel blessed to work with an amazing team that continues the healing mission of Jesus — the foundation and future of our ministry.

Peace and all good,

Roxanne Miner

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

Catholic Identity and Mission

Since its inception in 1985, the mission of Franciscan Sisters of Christian Charity (FSCC) Sponsored Ministries has dedicated itself to strengthening the Sponsor's commitment by integrating mission and values across its sponsored entities. Today, several documents guide the work of the Sponsored Ministries to assure mission and values are active and visible in the organizations they serve. These include the "Ethical and Religious Directives for Catholic Health Care Services," sixth edition (USCCB, 2018), and "A Shared Statement of Identity for Catholic Health Ministry" (CHA, 2011).

Over the years, assessing mission effectiveness has been a challenge. In 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, sisters and priests served in the organizations. However, times have changed. The growing role of the laity has prompted reflection on what it means to be a Catholic organization and how actions and behaviors reflect the healing ministry of Jesus.

Furthermore, when the FSCC transferred the majority membership interest in Holy Family Memorial to the Froedtert & the Medical College of Wisconsin health network in 2021, a Catholicity agreement was signed by both parties. This combination created one of the few secular-Catholic health systems in the United States. The Catholicity agreement established the Mission Effectiveness and the Ethics Committees to ensure Froedtert Holy Family Memorial Hospital remains grounded in its Catholic identity and mission.

FSCC Sponsored Ministries uses an assessment based on the CHA's Ministry Identity Assessment Model, adapted to fit the needs of our health care organizations. To evaluate how fully mission and Catholic identity are lived within each organization, the assessment process incorporates quantitative data and qualitative evidence — such as examples and stories — across seven mission Core Commitments. These commitments are also aligned with each organization's core values and strategic themes.

The quantitative process involves evidence-based decision-making related to mission and Catholic identity, as defined by the Core Commitments assessed each year. A cross-section of employees participates in discussions, resulting in a score for each of the six stages of the Baldrige Maturity Framework, as well as a final score for the Core Commitment.

The qualitative process consists of narratives that illustrate how the mission is lived within the organization under the remaining Core Commitments not being assessed that year. These examples are contributed by a variety of team members.

A review of the scoring and supporting data leads to a written action plan, including a specific goal to strengthen mission and Catholic identity. Progress on the action plan will be reported the following year.

Purpose

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

- Assess mission and Catholic identity using both quantitative and qualitative data
- Discuss mission in-depth across all levels of the organization
- Align institutional core values and strategic themes with the seven mission Core Commitments
- Create an 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

Action Plan

As a result of the assessment, this written plan contains a 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).

Assessment

An annual, internal, team-based process that scores two to three Core Commitments each year using both quantitative and qualitative evidence. Qualitative evidence (examples, stories) is provided by narratives for the other Core Commitments not being assessed.

Baldrige Maturity Framework

A method of measuring performance excellence developed by Malcolm Baldrige, US Secretary of Commerce from 1981 to 1987.

Community Health Improvement Plan

A three-year plan to address the top three needs of the community regarding health care, including the social determinants of health, as identified by hospital and community leaders.

Integration

The Core Commitments are viewed from multiple areas of the organization and align with its core values and strategic themes. Assessment by a cross-section of organizational representatives, along with in-depth scoring based on the Baldrige framework, reflects integration throughout the organization.

Mission

Seven Core 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 Commitments are from a common statement written collectively by members of the CHA in 2000.

Mission Assessment Committee

A Mission Assessment Committee is formed by the Mission Leader and a cross-section of representatives from leadership, the board of directors, quality or process improvement accreditation and regulatory readiness, communications, front-line associates, community members, faculty and team members, education, workforce, operations and other members deemed essential to the assessment.

2025 Mission Assessment Steering Committee

Name	Role/Title
Tony Bieri	Wellness Center Manager
Matt Campbell, MD	Surgeon
Brian Graf	Vice President, Froedtert Holy Family Memorial Hospital
Jon Klatt, MD	Anesthesiologist
Roxanne Miner	Director, Mission and Pastoral Care
Pam Morgan	Nurse Educator
Kate Nickel	Community Engagement Partner
Genny Shields	Chair, Froedtert Holy Family Memorial Hospital Board
Heather Sohlden	Human Resources Business Partner
Tom Veeser	Vice President of Quality and Chief Nursing Officer

2025 Core Commitment Committees

Act on Behalf of Justice	Role
Tony Bieri	Chairperson
Nicole Naidl	Home Health
Malinda Botchuck	Behavioral Health
Roxanne Miner	Facilitator
Attend to the Whole Person	**Role**
Heather Sohlden	Chairperson
Patti Glaser	Marketing
Maria Veldre	Patient Experience
Jessica Hodkiewicz	Quality/Case Management
Promote the Common Good	**Role**
Kate Nickel	Chairperson
Susan Senglaub	Volunteers/Fund Development
Rev. Matt Sauer	Manitowoc Pastor/Chaplain
Eric Rebne	Orthopaedics

Froedtert Holy Family Memorial Hospital

Core Values

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

Froedtert ThedaCare Guiding Principles (Values in Action)*

- Integrity and respect
- Meaningful partnerships
- Exceptional quality
- Value creation
- Radical transformation
- Disciplined execution

Core Commitments Mission Integration	Froedtert Holy Family Memorial Hospital Core Values	Froedtert ThedaCare Guiding Principles*
Serve as a ministry of the Church	Christian environment	Integrity and respect Exceptional quality Radical transformation Meaningful partnerships
Promote and defend human dignity	Respect Compassion	Integrity and respect Exceptional quality Radical transformation
Promote the common good	Stewardship Innovative care	Integrity and respect Exceptional quality Radical transformation Meaningful partnerships Value creation
Attend to the whole person	Excellence Christian environment	Integrity and respect Exceptional quality Radical transformation Meaningful partnerships Disciplined execution
Care for poor and vulnerable persons	Respect Compassion	Integrity and respect Exceptional quality Radical transformation Meaningful partnerships
Act on behalf of justice	Stewardship Innovative care Excellence	Integrity and respect Exceptional quality Radical transformation Value creation
Steward resources	Stewardship Respect Innovative care	Integrity and respect Radical transformation Value creation Disciplined execution

*Froedtert Holy Family Memorial Hospital integrated Froedtert ThedaCare's Guiding Principles in 2025.

Baldrige Maturity Framework

The Baldrige Maturity Framework outlines the key steps necessary to integrate or implement a Core Commitment for Catholic health care in an organization. The framework includes six stages:

Planning

The first stage of the maturity framework considers how well an organization has planned to implement a Core Commitment for Catholic health care. It examines the degree to which the Core Commitment has been integrated in essential documents that broadly guide the organization.

Effective planning involves clearly defining the Core Commitment in a brief, documented description and embedding it within the organization's mission, vision or values statements. The Core Commitment should also be reflected in the organization's strategic plan and annual operating plans that support the strategy.

Alignment

This stage focuses on how well the organization has reinforced a Core Commitment among its leaders. To align leaders around a moral standard, an organization must integrate the Core Commitment into the formal systems that influence behavior and support organizational goals. This includes reporting processes, performance management systems, compensation structures and selection processes.

As an organization matures, accountability for implementing a Core Commitment moves from voluntary, informal or ad hoc sharing of progress to explicit reporting against measurable goals. If the Core Commitment is relevant to a leader's direct responsibility, they are held accountable for meeting those goals through the organization's performance management system.

Process

This stage focuses on the systematic approaches that help integrate a Core Commitment into an organization's operations. These approaches shape how an organization performs its work, preserves knowledge and supports continuous improvement.

When guided by a Core Commitment for Catholic health care, systematic approaches ensure the organization consistently operates in alignment with its moral aspirations. These approaches may be defined at various organizational levels, such as system-wide, regional, hospital, departmental or unit levels. They address administrative or clinical functions and are characterized by key characteristics.

1. **They are documented.** They describe how a set of related tasks should be performed and who is responsible.
2. **They are repeatable.** They are defined in sufficient detail to be applied consistently across the organization.
3. **They are monitored.** Ongoing oversight ensures they are functioning correctly.

Training

This stage examines efforts to help employees gain the skills, knowledge and abilities needed to establish, implement and improve systematic approaches that support a Core Commitment in Catholic health care.

As an organization matures, training that addresses the competencies required to implement a Core Commitment becomes increasingly available to employees. This includes training in the skills necessary to carry out specific work processes that support the Core Commitment. An increasing number of employees involved in those processes will participate in this training.

Individualized training plans will be established for employees to help close the gap between the competencies they currently have and those required to support implementation of the Core Commitment.

Measurement

This stage considers evidence indicating whether systematic approaches are operating effectively. The evidence should be linked to outputs from processes that support the Core Commitment. While this evidence is often quantitative, it may also be qualitative. Examples include results from patient satisfaction or associate engagement surveys; clinical error rates, such as hospital-acquired infections; performance on vital financial measures; associate turnover rates; and trends in Ethical and Religious Directive (ERD) compliance (i.e., audits of ERD-prohibited procedure codes). These results typically serve as inputs to improvement efforts. Benchmarks should be identified for relevant metrics to help the organization determine whether it is achieving excellent performance.

Impact

This stage examines whether the systematic approaches supporting a Core Commitment are having their intended effect. It focuses on the impact of the organization's efforts on specific stakeholders relevant to the Core Commitment – such as patients, their families, associates, the poor and marginalized, and the local bishop and Church.

Both quantitative and qualitative evidence may be used for this evaluation. Benchmarks should be identified to help the organization determine whether it has achieved excellent performance.

Evidence Examined for Scoring

The CHA assessment requires us to consider the following evidence for the three Core Commitments we assessed. Evidence was discussed by the Core Commitment Committees and the Steering Committee and is reflected in the final scorecard. This is not an exhaustive list:

- **Planning:** How are these Core Commitments reflected in your organization's mission, vision, values, strategic direction and policies?
- **Alignment:** How are your organization's leaders, including medical staff leaders, held accountable for promoting and delivering on these Core Commitments? To what extent do you connect or collaborate with community agencies and resources for spiritual care? To what extent is behavioral health integrated into clinical care? How do you support and prioritize associate wellness and workplace spirituality? To what extent do you provide spiritual support from diverse faith traditions and spiritual backgrounds, particularly those represented in your community? Are changes in the organization, strategic and operational plans, and new initiatives communicated to associates in a manner that reflects a just culture? How are operational plans and related metrics aligned specifically to health care disparities? To what extent do the boards that your senior leaders serve on promote human flourishing in the community?
- **Process:** What processes does your organization employ to address the spiritual, emotional, relational and physical needs of patients and caregivers? What are the mechanisms for promoting and referring patients, residents and families to palliative care and advance care planning? How does your organization screen for and address depression, dementia, isolation and other behavioral health conditions? How do you advocate at local, state and federal levels for vulnerable populations? How do you collaborate in your community health needs assessment with other hospitals, public agencies, community organizations and members of marginalized communities? How does your organization solicit and include community input in identifying and addressing community health needs? How does the organization ensure adequate budgeting to address needs identified in the community health needs

assessment and community health improvement plan and implementation strategy? How do you ensure provision of racially, economic and culturally integrated services in your facilities?

- **Training:** How does your organization's documented training support these Core Commitments?
- **Measurement:** What are current levels and multiyear trends in measures of patient satisfaction with the overall care provided by your organization (relevant HCAHPS scores as evidence)? What are current levels and multiyear trends in measures of associate wellness and workplace spirituality? What are current levels and multiyear trends in measures of physician engagement? What are your metrics for tracking health care disparities in the community?
- **Impact:** What are current levels and multiyear trends in measuring patients' willingness to recommend your organization's services to others (HCAHPS #22) and associates' willingness to recommend your ministry as a great place to work? What evidence exists that efforts to address health disparities and inequities are meeting the needs of marginalized communities? What evidence exists that the organization participates in community efforts to address the social determinants of health? What are current levels and multiyear trends in the outcomes associated with community health improvement activities as identified in the Community Health Needs Assessment and improvement plan?

Final Scorecard

	Planning	Alignment	Process	Training	Measurement	Impact
Promote the Common Good	4	4	4	4	5	5
Attend to the Whole Person	2	4	3	5	4	5
Act on Behalf of Justice	5	4	5	5	4	3

Action Plan

Core Commitments:

- **Care for the Poor and Vulnerable** — Final Score: 4.33 out of 6
- **Attend to the Whole Person** — Final Score: 3.83 out of 6
- **Promote the Common Good** — Final Score: 4.33 out of 6

Strengths

- Our mission and values
- Culture of caring and empowerment
- Family-like atmosphere
- Policy and workflow reviews
- Training opportunities
- Commitment to quality care
- Community engagement and Community Health Improvement Plan
- Volunteerism: Froedtert in Action
- Daily Engagement Strategy (DES) huddles

Opportunities for improvement

- Communication: internal and external
- Marketing/Public relations
- Continuing care for the marginalized
- Develop metrics to show ways Froedtert Holy Family Memorial Hospital contributes to the Froedtert & the Medical College of Wisconsin enterprise
- Highlight our Catholicity into Froedtert ThedaCare operations

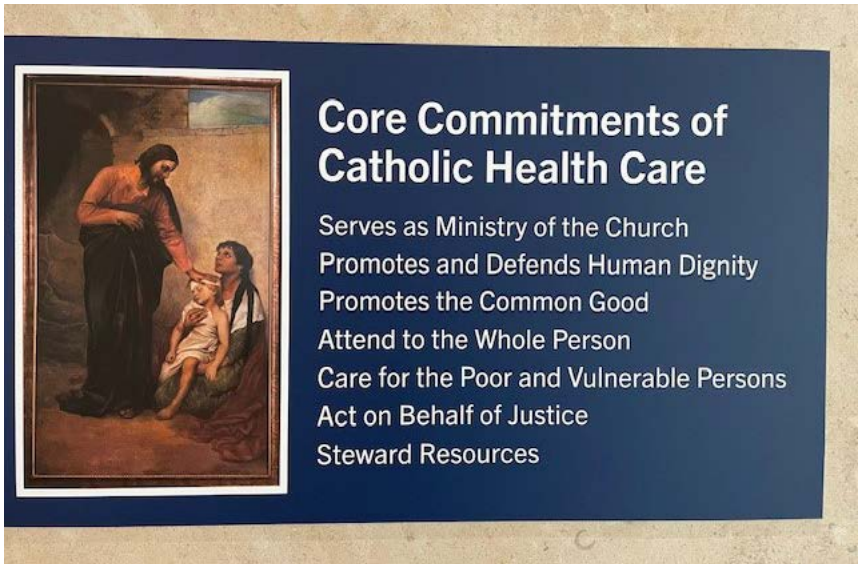
SMART Goal: (**s**pecific, **m**easureable, **a**ttainable, **r**esults-based, **t**ime-bound)
Froedtert Holy Family Memorial Hospital will incorporate Core Commitments of Catholic health care into daily team huddles, annual performance evaluations and other enterprise operations. Leaders will be accountable quarterly.

Activity	Evidence	Persons Responsible
Leaders will facilitate communication with their staff around employee well-being at least once per quarter.	• Employee engagement survey • Increased access to well-being resources • Regular touch-base conversations with team members	Administration, Froedtert Holy Family Memorial Hospital leaders and medical directors

Froedtert Holy Family Memorial Hospital 2024 Action Plan Update: Living the Core Commitment to Care for the Poor and Vulnerable

In alignment with our Catholic health care mission, Froedtert Holy Family Memorial Hospital's 2024 Action Plan focused on the Core Commitment of Care for the Poor and Vulnerable. Our goal was to be more intentional in both promoting and providing care for those most in need within our community. Two priority areas guided our efforts:

1. Increasing community access to health screenings
2. Making our commitment to the poor and vulnerable more visible and explicit in our ministry



To expand access to preventive care, we explored opportunities to offer simple blood pressure screenings in the community. Through this work, we identified several local partners already engaged in providing or supporting blood pressure monitoring. For example, the Manitowoc County Health Department offers American Heart Association kits that can be checked out or taken home for self-monitoring. Additional partners — including Grow It Forward, the YMCA, The Crossing, Lakeshore Community Health Care and Southfield Housing — either host kiosk screenings, offer check-out kits or provide regular screenings through staff and partner agencies. UW-Green Bay, Manitowoc Campus also plays a key role by delivering mobile outreach programming in coordination with these groups and the Salvation Army.

To raise awareness and make our ministry focus more visible, Froedtert Holy Family Memorial Hospital created new signage highlighting the seven Catholic health care Core Commitments, including Care for the Poor and Vulnerable. Working in collaboration with Franciscan Sisters of Christian Charity (FSCC) leadership, artwork was selected to represent this value. The image above, *Christ and Woman with Injured Child,* was painted in 1923 by Sister M. Davidica Beschta, a Franciscan Sister of Christian Charity who served in Zanesville, Ohio. The painting originally hung in Good Samaritan Hospital, a sister hospital to Froedtert Holy Family Memorial Hospital, before being moved to our Western Avenue campus in 2008. It is now now featured on signage displayed prominently at the entrances of all Froedtert Holy Family Memorial Hospital facilities, serving as a visual reminder of our Franciscan roots and commitment to compassionate care.

Core Commitment: Serve As Ministry of the Church

As a Catholic hospital rooted in the healing ministry of Jesus Christ, Froedtert Holy Family Memorial Hospital is committed to serving as a ministry of the Church. This essential Core Commitment is guided by the "Ethical and Religious Directives for Catholic Health Care Services (ERDs)", which are introduced to all team members and volunteers during orientation. These directives shape how we care for the whole person — body, mind and spirit — grounded in the dignity of every human life.

While all team members and volunteers participate in this healing ministry, the Mission and Pastoral Care Department provides leadership in carrying it out. The department includes three board-certified chaplains, one serving as director, four on-call chaplains and one office coordinator. Staff chaplains are specially trained to conduct spiritual assessments and provide daily rounding to address spiritual needs of inpatients. Spiritual care helps reduce barriers to healing by attending to sources of physical, emotional, existential and spiritual distress that may hinder recovery or resilience.

Chaplains are available 24/7 to offer spiritual and emotional support to patients, families, team members and volunteers. Whether someone is facing fear or anxiety, making a difficult life decision, wrestling with questions of meaning and purpose, or simply needs a compassionate listener, our chaplains are here to help. In addition to spiritual counseling and empathetic presence, staff chaplains provide guidance with end-of-life decisions and advance care planning.

Sacramental care is a vital expression of our ministry. Twenty dedicated chapel volunteers assist with daily Mass and provide Holy Communion to Catholic patients. Eight area priests support our sacramental ministry by celebrating Mass and offering the sacrament of the anointing of the sick to those who request it. We also encourage Christian patients of other denominations and patients of other faith traditions to invite their own clergy. We regularly collaborate with local clergy to ensure that the spiritual needs of all patients are met.

Respecting religious diversity while upholding our Catholic identity is an important part of our mission. Approximately one-third of our patients identify as Catholic, one-third as members of other Christian denominations and one-third as having no religious affiliation. On occasion, we care for individuals of non-Christian faiths. Our Pastoral Care team reflects this diversity, comprised of chaplains from Catholic, United Church of Christ, Presbyterian, Baptist and Lutheran traditions. In the spirit of ecumenism, we host an evening of ecumenical prayer during Lent, welcoming people of all faith backgrounds to pray together in our chapel.

Core Commitment: Promote and Defend Human Dignity

At the heart of our Catholic identity is a commitment to uphold the dignity of every human life. Created in God's image, each person is a sacred gift. This belief shapes the care we provide, especially for those nearing the end of life.

Even when a cure is no longer possible, our duty remains to offer compassionate, holistic care that addresses physical, emotional, social and spiritual needs. We neither hasten death nor prolong suffering through futile interventions. For those diagnosed with a terminal illness and who have a life expectancy of six months or less, hospice and palliative care may be the most appropriate path.

This past year, Froedtert Holy Family Memorial Hospital had the privilege of accompanying Kenny and his mother, Judy, through this sacred journey.

Kenny, 43, was a man with special needs who was brought to the hospital by his mother Judy after an extended period without eating. Kenny needed surgery to help him eat again. Judy adopted him at age three and devoted her life to caring for individuals with special needs.

ICU nurse Nan Oswald shared, "I first met Kenny when he was three years old and have known his devoted mother ever since. It was a privilege to care for him in ICU and to be present as he transitioned to eternal life during his brief time in hospice. Kenny was a remarkable young man who taught us about tolerance, hope and dignity. His 'dash' between 1981 and 2025 speaks volumes."

Pooja Patel, MD, Froedtert Holy Family Memorial Hospital hospitalist, reflected, "Caring for Kenny wasn't just about medicine. It was about being his advocate. Watching him walk the halls with his bright smile lifted our spirits. We called him 'Musical Kenny' because he would hum songs as early as 6 a.m.,

giggling when we'd ask why he was up so early. Advocating for a suitable placement for Kenny was a challenge we took to heart. It was an honor to fight for him and ensure he received the care he deserved."

Through our preferred provider agreement partnership with Sharon S. Richardson Community Hospice, Kenny was able to transition to their inpatient unit in Sheboygan Falls, Wisconsin, where he received personalized end-of-life care. He passed peacefully a few days later.

ICU nurse Tamra Koehler shared in her eulogy, "I only knew Kenny for two short months, but in that time, he left a lasting mark. Even those who didn't know him long felt deeply connected to him. Kenny had a way of surprising you in the best ways. His wit, playful sass, stubborn streak and quiet tenderness touched us all. He loved those who showed up for him, and he showed it. Whether flashing a mischievous grin as we played polka music, sneaking out of bed just to startle a nurse and ask for a hug or smiling sweetly as he whispered 'Jonah baby' to a coworker's pregnant belly, Kenny found ways to connect that were simple and pure. His presence made us better: better nurses, better teammates, better people. He reminded us that joy doesn't need to be loud, and connection doesn't always require words. Kenny's life wasn't defined by limits, but by memorable moments of laughter, strength and love. We remember him with gratitude, not just grief."

Kenny's story is a powerful reminder of our sacred calling: to walk alongside people in their most vulnerable moments and to honor the dignity of every human life.

Core Commitment: Steward Resources

Inspired by our Franciscan heritage and guided by the 2023 Froedtert Holy Family Memorial Hospital Mission Integration Assessment, the Green Team has been actively promoting environmental responsibility and sustainability for more than two years. Their work focuses on improving the health of our communities while honoring our role as responsible stewards of the earth.

Bees as Pollinators E3 event drew interested team members

In April 2025, the Green Team launched a creative new effort called the E3 (Eat, Engage, Energize) program. This monthly initiative encourages hospital staff to enjoy their meals in the hospital cafeteria rather than ordering takeout. The goals are simple but meaningful: reduce environmental waste, promote employee wellness and create space for connection and community during the workday.

The E3 series began on Earth Day, April 22, 2025, with a celebration centered on St. Francis' Canticle of the Creatures. Staff enjoyed art and educational displays, live music and an interactive game with prizes. The event was made possible through the generous support of the Franciscan Sisters of Christian Charity and The Franciscan Center for the Arts, which provided talented musicians to serenade attendees.

Harbor Town team members pose at photo booth for the Rainforest and Health Care E3 event

In May, the spotlight turned to pollinators with our "E3 Bee3" event. Retired physical therapist and beekeeper John Johanek joined us to share fascinating insights about honeybees and beekeeping, bringing along a few bee friends for the occasion. Local sponsors Grandpa John's Honey and Kretsch & Allard Maple Syrup & Honey donated sweet prizes for participants.

Our June event recognized World Rainforest Day, highlighting the connection between rainforests, human health and medicine. Through an interactive scavenger-style game, staff explored the vital role of rainforests in health care. A themed photo booth added a fun, visual element to the day.

Looking ahead, the Green Team is excited to continue offering E3 events throughout the coming year, with dedicated funding to support growth and creativity. These monthly gatherings reflect our shared commitment to sustainability, well-being and living out our mission together.

Core Commitment: Care for the Poor and Vulnerable

The Froedtert Holy Family Memorial Hospital Wound Clinic had the privilege of caring for a patient whose story continues to resonate deeply with our team. He was a homeless veteran, and when he arrived, his shoes were in such poor condition that they were falling apart. The soles had rotted through, leaving his feet exposed and vulnerable.

Recognizing his immediate needs beyond clinical care, our Wound Clinic team members rallied together. We provided the patient with clean, donated clothing and a gently used pair of shoes. The moment he stood up, he was overwhelmed with emotion. With tears in his eyes, he shared that he hadn't owned a new pair of shoes in 23 years. He called us "angels," a moment that reminded all of us why we do this work.

Wound Clinic team members

Going further, we contacted Veteran Affairs (VA) on his behalf and connected him with our local VA office to ensure he received the ongoing support and resources he deserved.

Compassion doesn't stop at the clinic doors. As part of our Christmas outreach project, the Wound Clinic staff assembled and donated seven backpacks to the Manitowoc Warming Shelter. Each backpack was filled with essentials such as socks, underwear, handmade crocheted hats, homemade soaps and personal hygiene items. These small acts of kindness were intended to restore dignity and bring comfort to those most in need.

These efforts reflect the heart of our mission to serve the poor and vulnerable, not only tending to the wounds of the body but also caring for the whole person with compassion, dignity and hope.

Notice of Nondiscrimination

Discrimination is against the law.

Froedtert ThedaCare 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 ThedaCare:

- 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 ThedaCare 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 مجانا. اتصل بالرقم 414-805-3000 (رقم الصم

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)

Deitsch (Pennsylvania Dutch):

Wann du [Deitsch (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, ໂດຍບໍ່ເສັງຄ່າ, ແມ່ນມີພ້ອມໃຫ້ທ່ານ. ໂທຣ 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 द: यद आप हदी बोलते ह तो आपके िलए मुफ्त म भाषा सहायता सेवाएं उपलब्ध ह। 414-805-3000 (TTY: 1-800-947-3529) पर कॉल कर।

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)

Froedtert & Medical College of Wisconsin

Holy Family Memorial

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