



Sharmia
age 6

Report to the community

Community Services annual financial report
and community benefits financials



Children's Hospital of Wisconsin is the region's only independent health care system dedicated solely to the health and well-being of children. The hospital, with locations in Milwaukee and Neenah, Wis., is recognized as one of the leading pediatric health care centers in the U.S. We provide primary care, specialty care, urgent care, emergency care, community health services, foster and adoption services, child and family counseling, child advocacy services and family resource centers.

Children's Hospital supports the community in many ways. We offer programs and services that improve the health of children. In many cases, these programs operate at a financial loss. In 2011, Children's Hospital invested more than \$100 million to fund these important community benefits with the long-term goal of keeping all children healthy, happy and safe.

Throughout this report, you'll learn about some of the ways we are making a difference in the communities we serve.

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Cover: Sharmia, age 6, received an early diagnosis and treatment for her eczema rash through our Community Health School Nurse program at LaFollette Elementary School in Milwaukee. Read more about the program on Page 6.

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Accomplishments: Community Health

Community Engagement

In 2011, Children's Hospital of Wisconsin began working with community organizations in three Milwaukee neighborhoods – Amani/Franklin Heights, Metcalfe Park and Lindsay Heights. The goal of this project is to improve the health of the nearly 10,000 children who live there.

This model relies on cultivating partnerships with community residents and organizations that will support sustainable positive changes in behaviors and environments that influence health.

Last year, Children's Hospital hosted Community Cafés in these neighborhoods to help create a shared vision of community health; identified and recruited residents in these communities to lead these efforts; and began strategic planning. As a result of this work, residents, elected officials, community organizations and others have formed advisory groups that are meeting regularly to bring about positive change.

E-learning

More than 50,000 students participated in Children's Hospital of Wisconsin's e-learning programs last school year. Students in kindergarten through eighth grade used technology-based lessons and games to learn about safety, health and wellness, alcohol, tobacco and other drugs and bullying prevention. Outcomes show our e-learning programs are changing students' knowledge, attitudes and behaviors, allowing them to build skills that lead to healthy lives.

School nurse program

Children's Hospital's Community Health School Nurse program provides full-time school nurses to 13 schools throughout Milwaukee. Each month last year, our nurses served nearly 20 percent of students within each school. Nurses also worked with parents, caregivers, teachers, staff and school administration to build a healthy school environment. Teams of nurses and health educators from Children's Hospital worked with schools to assess and identify opportunities for improvement. They also coordinated wellness teams at each school.

Injury prevention

Programs including Safe Kids Wisconsin and Safe Kids Southeast Wisconsin coalitions, and Children's Hospital's injury prevention program, work to reduce accidental childhood injuries. Prevention efforts focus on pedestrian, home, play and motor vehicle safety. Last year across Wisconsin, more than 7,500 car and booster seats were checked for proper installation. More than 1,800 seats were distributed to families in need. Four thousand children received free or discounted bike helmets and more than 20,000 participated in bike safety programs.

Child Advocacy Centers

Child Advocacy Centers are unique community partnerships utilizing a team approach to help children who may have been abused or neglected. The centers bring professionals from law enforcement, criminal justice, child protective services, victim advocacy agencies, and medical and mental health communities together to provide comprehensive services for child victims and their families. In doing so, they pursue the truth in child abuse investigations.

Children's Hospital of Wisconsin operates seven child advocacy centers across Wisconsin. Together we served a total of 6,242 children in 2011. Learn more about the child advocacy centers at chw.org/cac.

Child Abuse Prevention Fund

The Child Abuse Prevention Fund focuses on preventing child abuse and neglect by funding a number of projects, including home visitation programs. It supports local agencies that provide educators who work with new parents and their babies in the home. In 2011, the first two-year grant cycle was completed with four agencies. Each grant awarded averaged \$110,000 for the two years, and agencies were hired to provide evidence-based home visiting services to high-risk families.

The home visitation grant program served 137 children in 2011. The participating agencies were part of the nationally acclaimed Early Years Home Visitation Outcomes Project of Wisconsin. Read the project's third annual outcome attainment report at capfund.org.

Children's Hospital of Wisconsin is committed to providing resources to our community to enhance the well-being of our children. That dedication is demonstrated through caregiving, advocacy, research and education.

Accomplishments: Community Services

Foster and Adoption Services/Treatment Foster Care Services/Out-of-Home Care

Children's Hospital of Wisconsin's Foster Care and Adoption Services, formerly Children's Service Society of Wisconsin, has a long history of providing treatment foster care, respite services and foster and adoption services in Milwaukee County and throughout the state.

We hold treatment foster parents to the highest licensing and training standards to ensure children are placed in safe, comfortable homes. In 2011, 96 percent of our foster children remained stable in their first placement, rather than being moved from home to home. Staff have small caseloads and are available 24/7 to meet the planned and unplanned needs of children and foster families.

Children's Hospital continues its strong commitment to the Family Finding program, which connects youth in out-of-home care with their relatives. Preliminary data affirm the promise of this approach:

- Of the 291 children who have received Family Finding services, 83 percent increased the number of family connections.
- Sixty-one percent of children achieved reunification prior to case closure.
- Relatives were being considered for placement for 21 percent of children at the time of case closure.
- The average length of time to permanency declined from 1.5 years to 1.3 years.

Child and Family Counseling

Strong families build a strong community. Helping families become stronger is a key objective of many Community Services programs. Child and Family Counseling services are offered in nine locations throughout the state to help struggling families become stronger. Licensed therapists are trained in a variety of techniques and customized therapy based on the needs of the child or family. The goal is to create stronger bonds and empower families to thrive and grow. Therapists help children and families cope with:

- Physical or sexual abuse, neglect or other trauma.
- Depression and anxiety.

- Low self-esteem.
- Problems due to divorce, separation, remarriage or the death of a loved one.
- Parent-child conflicts.
- Pre- and post-adoption transition.
- Anger management issues.
- Academic or behavioral school problems.

Child abuse prevention programs

We have nine family resource centers across Wisconsin that help parents learn to be the best possible parents they can be. Our centers provide a nurturing environment where parents can strengthen family relationships, connect with resources, access programs and enjoy family activities with their children at no cost. Services are customized to the needs of each local community.

Our prevention programs also provide education and training to professional and community members. Programs include Awareness to Action, which educates community members on how to prevent and stop child sexual abuse, and Prevent Child Abuse Wisconsin, which provides training and builds awareness about child abuse and neglect.

863 Families and children served

| | |
|---|-----|
| Family Finding (families served) | 149 |
| Family Interactions and Supervised Visitation (families served) | 173 |
| Independent Living Skills training (teens served) | 23 |
| Project Home (families served) | 77 |
| Respite referrals (families served) | 220 |
| Treatment Foster Care (children served) | 221 |

2,188 Families and children served

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|---|-------|
| Adoption Therapy Center | 16 |
| Assisting Children in Transition – Milwaukee | 11 |
| Child and Family Counseling (including Racine FQHC) | 1,533 |
| Intensive In-home Therapy | 66 |
| Parent Aide | 11 |
| Project Ujima (victims of violent crime) | 354 |
| Psychological Testing | 42 |
| SAFE (abuser group) | 47 |
| School Based Groups – FACE Kids (Madison) | 88 |
| Social Skills Group (Eau Claire) | 20 |

9,520 Families and children served

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|--|-------|
| Community Response | 177 |
| Community support specialists | 374 |
| Deferred prosecution | 21 |
| Family resource centers/networks | 6,495 |
| Family and Schools Together | 412 |
| Family Visiting | 634 |
| In-home parent education | 78 |
| Mobile Play and Learn | 507 |
| Options for Families (parenting education) | 119 |
| Pregnancy Counseling Resources | 19 |
| Visitation centers | 127 |
| Volunteer respite | 414 |
| Stepping Stones (parenting education) | 143 |

Children's Service Society of Wisconsin 2011 Financials

Revenue

| | | |
|---------------------|---------------------|--------|
| Purchase of service | \$41,363,887 | 88.02% |
| Fundraising | \$ 2,062,317 | 4.38% |
| United Way | \$ 1,708,438 | 3.64% |
| Service fees | \$ 1,386,447 | 2.95% |
| Other | \$ 474,827 | 1.01% |
| Total | \$46,995,916 | |

Expenses

| | | |
|---|---------------------|--------|
| Ongoing case management and safety services | \$21,540,330 | 51.07% |
| Foster care and adoption | \$ 7,652,947 | 18.14% |
| Treatment foster care | \$ 4,910,842 | 11.64% |
| Prevention services | \$ 3,618,975 | 8.58% |
| Counseling/case management | \$ 2,815,564 | 6.68% |
| Other programs | \$ 873,189 | 2.07% |
| Other out-of-home | \$ 764,783 | 1.82% |
| Total | \$42,176,630 | |
| Administration and fundraising expenses | \$ 4,819,286 | |
| Total operational expenses | \$46,995,916 | |

| | |
|--|--------------------|
| Other nonoperating gains (losses) | (\$1,251,924) |
| Fund balance beginning of year | \$6,877,184 |
| Net change in interest in assets held by Children's Hospital of Wisconsin Foundation | (\$1,320,361) |
| End of year fund balance | \$4,304,899 |

Caregiving

As one of the **nation's top children's hospitals**, we offer some of the best medical and social services care through many types of providers.

Expanded school nurse program has life-changing impact on students' health

"I thought he'd die from an asthma attack." Chris Keim, a nurse from Children's Hospital of Wisconsin's Community Health School Nurse Program, shared the story of a third-grade student she worked with at Hopkins Lloyd Community School in Milwaukee. "He was to the point where his mother was calling 911 and going to the hospital to manage the asthma," said Keim. "Now, he has an understanding of what his medications are and what they're used for. He knows what to do and how to take his meds. He swims now – before he needed an inhaler after walking up the stairs."

Asthma is one of the most common chronic diseases affecting Milwaukee's central city students. Unfortunately, many of these students and their parents don't know how to properly manage the disease. Keim's story illustrates how the Community Health School Nurse Program is working to address students' immediate health needs as well as issues impacting their overall wellness.

When students are in pain or not feeling well, they don't perform well in school, which can keep them from developing to their fullest potential. Children's Hospital provides one half-time and seven full-time registered nurses at designated Milwaukee Public Schools at no charge to the schools. The nurses follow the Centers for Disease Control and Prevention's coordinated school health model, which means they take an active role with the school staff and administration, students and parents. They attend to the community's immediate health needs and educate children and families about preventive care.

"We're taking a comprehensive look at the school environment and working in partnership with administrators, teachers, students and families to make changes that will impact overall health,"

said Sara Siedenburg, school health nurse manager, Children's Hospital.

Program nurses are trained in disease prevention. They provide direct care to students and screenings, including vision and hearing. For chronic illnesses – such as asthma, diabetes, seizures or sickle cell anemia – they monitor students' lifestyles and recommend ways to better manage their illnesses. The nurses also coordinate care with physicians, social workers and insurance companies.

In addition, the nurses work with Children's Hospital's Community Health Outreach Education staff to provide education on a variety of health topics, including:

- Anger management.
- Drugs and alcohol use prevention.
- Human growth and development.
- Hygiene.
- Nutrition.
- Stress.

"Because nurses now spend the entire day in one school, every school day, they have time to really work with families, building relationships and trust," said Siedenburg.

"Many of the kids have so many health issues that it's hard for them to learn," Keim said. "We have a responsibility to be an advocate for the kids. We want families to get the resources and the help they need."

Nurses in our Community Health School Nurse Program work with students, their parents, school staff and administration to address students' immediate health needs as well as issues impacting their overall wellness.



Advocacy

Through **community relationships and health programs**, we work to speak up for and protect our children.

Children's Hospital is a voice for children

The focus of our lobbying efforts in 2011 was advocating on behalf of children before the administration and legislature as they worked on the 2011-2013 state budget. Through our efforts, we protected reimbursement for hospital-based services for children and experienced minimal cuts to other programs. During the state budget debate, we advocated for and educated elected officials about many of our programs, including inpatient and outpatient hospital care, as well as:

- Wisconsin Poison Center.
- Child Advocacy Centers.
- Children's Community Health Plan.
- Foster care and adoption services.

In this fiscal climate, and in the face of many cuts to the state funding of programs elsewhere, our advocacy and education made a difference.

In addition, several pieces of public policy were supported, modified or influenced with the help of our partners and advocates:

Senate Bill 42 – Requires all school employees to **report suspected child abuse or neglect**, and protects the reporter from disciplinary action or threats of disciplinary action or discharge from employment. It also requires that school district employees receive training in identifying abuse or neglect in the first 6 months of employment, as well as once every 5 years after the initial training.

Senate Bill 45 – Eliminates current state mandates on the **administration of medication to pupils in the school setting**. Under this bill, authorized individuals can administer over-the-counter drugs as well as prescription drugs even if the drug was not supplied by the parent or guardian.

Senate Bill 204 – Permits a student while in school, at a school event or under the supervision of a school authority to **possess and use an epinephrine auto injector** if the pupil uses the injector to prevent the onset or alleviate the symptoms of an emergency situation.

Concealed Carry – Wisconsin passed a concealed carry law in 2011. Children's Hospital of Wisconsin's Child Advocacy Network advocates made more than 200 contacts to elected officials on this legislation. Along with other hospital partners and advocates throughout the state, we pushed for modifications that provided for licensure, training and education. In addition, because of advocacy efforts, the bill allows organizations to post signs to keep weapons out of their buildings.

Concussion – Children's Hospital of Wisconsin was pivotal in the passage of the Youth Sports Concussion Protection Legislation. We developed and managed a coalition of more than 25 groups interested in the legislation, including pediatric health providers, coaches, health and sports professionals, the NFL and the Green Bay Packers. Our staff directed the legislative lobbying, grassroots and public awareness campaigns.

Federal advocacy

Our federal advocacy efforts focused on Children's Hospital Graduate Medical Education funding. We also educated our federal delegation on the importance of the Medicaid program to our state, our hospital and the patients we serve. Thanks to advocacy efforts during the debt-ceiling debate, critical programs like Medicaid were saved from immediate cuts.

Research

Our research advances state-of-the-art pediatric health care through **translational research** programs to find life-saving discoveries and cures in the diseases that affect children.

Research provides hope to cure infantile hemangiomas

When Veronica was just 5 days old, her lip split open. Her mom thought her lip was chapped and put petroleum jelly on it. But it continued to get worse.

At Veronica's two-week checkup, her doctor told her mom she had a hemangioma that would grow, but eventually go away on its own. However, because Veronica's lip had split, she suggested Veronica be seen by a specialist at Children's Hospital of Wisconsin.

Infantile hemangiomas are tumors made of blood vessels. Most are not visible at birth, however, they grow and change rapidly. They can be found anywhere on the skin, but about 70 percent are found on the scalp, face and neck.

"These tumors rarely are life-threatening, but they are heartbreaking because they can be so horribly disfiguring and painful," said Paula North, MD, PhD, pediatric pathologist and medical director of Pathology and Laboratory Medicine at Children's Hospital of Wisconsin, and professor and chief of Pediatric Pathology at the Medical College of Wisconsin.

Dr. North and her research team have been studying infantile hemangiomas for several years. "We've made progress – we had a breakthrough last year," she said. "We understand why the tumors go away on their own, so we developed a way to make them go away quicker."

The breakthrough discovery happened in the labs at Children's Hospital of Wisconsin Research Institute. Dr. North and her team discovered a protein called p16. It makes the tumor-producing cells stop growing. It doesn't kill the cells, but when p16 is turned on, it causes the cells to lose the ability to divide and multiply. This is called senescence.



Paula North, MD, PhD, reviews slides in her laboratory at Children's Hospital of Wisconsin's Research Institute.

"Now we're discovering how to make p16 turn on earlier in these tumors, so they don't grow at all," said Dr. North. "This has the potential to benefit a vast number of kids in the future."

Until then, children like Veronica will continue to be treated using a variety of therapies. Today, Veronica's hemangiomas are gone, and she is thriving after receiving care at Children's Hospital.

Dr. North said she and her team have come a long way toward understanding cellular growth and senescence, and there is a potential for these discoveries to be used to treat certain cancer cells. "Using what we've learned about premature senescence, we'll be able to make malignant endothelial cells (cells that line the inside of blood vessels) stop growing," she said.

Education

From teaching **kids and families** how to stay healthy, to teaching **caregivers for the next generation**, we provide education in many areas.

We believe children
deserve the best health
care possible from the
best-trained doctors.

Training the future of pediatric health care

“As residents, we get to work directly with the people who developed a treatment for rabies, are world-renowned in cyclic vomiting and who do whole genome sequencing. Having that balance of incredible specialists who are willing to dedicate a lot of time to teaching is incredible,” said Amanda Rogers, MD, co-chief resident, Children’s Hospital of Wisconsin.

We believe children deserve the best health care possible from the best-trained doctors. Through Children’s Hospital’s residency training program, we share what we learn and teach others to care for kids.

In 2011, more than 20 physicians graduated from our three-year pediatric residency program. Three-fourths of the doctors who go through our program chose to stay in Wisconsin to provide primary care, specialty care and emergency care for children.

Resident training is vital to the future of pediatric health care. Children’s Hospital is 1 of 55 independent children’s teaching hospitals – 1 percent of hospitals in the U.S. – that train 40 percent of all pediatricians and 43 percent of all pediatric specialists in the country. There are many shortages in pediatrics, from pediatricians to specialists. Without training programs, children could wait longer to see the physicians they need.

Dr. Rogers recently graduated from the program. She shares chief resident duties at Children’s Hospital with Danita Hahn, MD, who also is a recent graduate.

“You want your child’s doctor to be a good doctor. To be a good doctor, you need good training. I feel well-equipped to go out and care for children,” said Dr. Hahn. “That’s because I was able to train here

and be exposed to all of the resources, specialists and opportunities at a facility like Children's Hospital."

Drs. Hahn and Rogers say Children's Hospital's patients also have helped broaden their experience.

"It's one thing to read about a rare disease or have someone give a lecture about it, but if you've seen that patient, ordered something for that patient, examined that patient with your own hands, it sticks in your mind," said Dr. Rogers. "It makes you so much more prepared."

When Dr. Rogers completes her year as chief resident, she plans to become a hospitalist, caring for children when they're in the hospital. Dr. Hahn will become a hospitalist or pediatrician.



Amanda Rogers, MD



Danita Hahn, MD

Improving the health status of our children: More than \$100 million invested

\$49,218,800: Medicaid and charity care shortfall

Staff at Children's Hospital help numerous parents with the forms and requirements to qualify their uninsured or underinsured children with medical needs for coverage under government programs. The primary program we work with is Medicaid. Medicaid shortfall during 2011 for the organization represents the difference between the cost of medical services provided to patients covered by Medicaid and the amount reimbursed to the organization. During 2011, this shortfall totaled more than \$48.1 million. Charity care, which totaled more than \$1 million, represents the cost of medical services provided to patients who did not have insurance or the financial means to pay for their care. The hospital did not pursue payment for these services.

\$26,626,400: Health professionals education

Children's Hospital invests in teaching and training medical professionals through residency and fellowship programs, specialty training and clinical pediatric education. Through relationships with the Medical College of Wisconsin and nearly 20 schools of nursing, we are investing in the next generation of caregivers for our children.

\$12,211,700: Pediatric research

Investigators at Children's Hospital of Wisconsin Research Institute helped Wisconsin become the first state in the nation to screen for a fatal immunodeficiency disease, made significant discoveries in juvenile diabetes and uncovered new ways to help blood clot for patients with hemophilia.

\$4,532,700: Subsidized health services

We provide care important to families and children that isn't available anywhere else in our community.

\$4,987,500: Community health improvement

Reducing health risks and promoting wellness helps keep children healthy and safe, keeping them out of the hospital. We have created and support numerous programs and services to promote long-term health.

\$1,958,800: Financial and in-kind contributions

In addition to providing staff support and covering costs for much needed health care resources, we also support community health centers whose missions are aligned with ours – improving quality, access and coverage for the community's uninsured and underinsured.

\$987,800: Community building activities

Additional community health education includes injury prevention programs like Safe Kids Wisconsin. This benefit also includes losses from participating in programs such as Tricare.



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| ● Unpaid cost of Medicaid | \$48,124,500 |
| ● Health professions education | 26,626,400 |
| ● Research | 12,211,700 |
| ● Subsidized health services | 4,532,700 |
| ● Community health improvement services | 4,987,500 |
| ● Traditional charity care | 1,094,300 |
| ● Financial and in-kind contributions | 1,958,800 |
| ● Community building activities | 987,800 |



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