

There's no quarantine on *kindness*.  
Spread love, not COVID-19.



# 2020 Annual Report

**NorthLakes**  
COMMUNITY CLINIC

# A LETTER FROM OUR CEO & OUR BOARD PRESIDENT

**G**reetings! Our annual report is a great place to take stock; to look back at 2020 with hindsight and reflect on what happened and how we responded. It's our *mission* to RESPOND to the health care needs of our communities. So we want to take a minute to tell you, our community, about how we did just that.

Let's be clear. It's *not* that we were any more "heroic" than others. We're not! And we salute all the other essential workers who kept our communities going at the risk of their own *health* through the year: the folks who worked in grocery & retail stores, gas stations, post offices, restaurants, schools, community organizations & non-profits, small business owners, etc. And we also salute those who at their own *financial* risk had to close down or limit services. **Thank you.**

But this is our opportunity to tell you, our community, about *our* year. So here is a brief look-back. As you may remember, NorthLakes ended 2019 in a pretty hard spot financially. For the first time in our 12-year history, we had grown faster than we could handle; and the investments hobbled us a bit. But we started off 2020 with a bang! January and February really felt like we were back in the swing again and we felt pretty good about the year.

Then.... we all know what comes next.

It's true that through the late winter and spring we—like everyone—just tried to figure out what was happening. But it's impossible to say enough how incredibly proud we are of every single NorthLakes employee for the ways they put our communities first from the day COVID-19 became a Public Health Emergency.

Of course, we are proud of our Clinical Care and Operations teams, who pivoted in (literally) ONE day to offer patient care and community services using phone or video if face to face was too dangerous. And they continue doing so--

including COVID testing and now vaccinations--to this day. Our in-clinic services continued for urgent needs with robust safety practices in place. Of course, it wasn't perfect. But it was pretty great to see them embodying the mission, vision and values of Community Health Centers to care for our communities.

And you might not think about the roles our Administrative, Billing, Development, Finance, Human Resources and Marketing teams played. They were equally impressive! Ensuring that no one got denied care due to financial issues; getting much needed accurate and timely information out to our communities; staying abreast of policy making and legislation on the local, state and federal levels; supporting our staff, many of whom were suddenly working from home or not working at all due to the many complications in employment and family needs that COVID produced; finding and taking every opportunity to financially support operations through the stimulus packages, grants, donations, loans, etc. And the list goes on. Many of you were partners in this! We are humbled and grateful.

So where are we now? We learned so much. COVID is terrible, frightening, exhausting, and deadly. But it also made us a stronger, more resilient and more focused organization. We understand that 2021 will be another year marked by COVID. And yet, we are hopeful! We know, because we've done it, that we can survive and even thrive in the face of extraordinary adversity. Together, we can do more, do better. We're ready.



Dr. John Schrock  
President, Board of Directors

Reba Rice  
Chief Executive Officer

## Our Mission

To respond to the health care needs of our communities with an integrated array of quality services and actively remove barriers to wellness.

## Our Vision

Healthy, prosperous, engaged communities where everyone thrives.

## Our Values

### Quality

We provide evidence-based, patient-centered, lifelong care.

### Collective Responsibility

We seek to identify and solve problems without placing blame.

### Trust

We encourage honesty with kindness. We respect and advocate for our patients and each other.

### Equity

We believe only a just society can be healthy.

### Community Health

We focus on inclusion and collaboration to improve the health of our communities.

### Stewardship

We invest all of our resources for maximum impact and sustainability.

### Innovation

We utilize data and creativity to drive decisions.

## Let Us Help Spread Your Kindness

Want to support our mission? There are many ways to help!

- Volunteer
- Cash giving
- In-kind donations
- Monthly giving
- IRA disbursements
- Planned giving

If you are interested in donating please call Madelaine Rekemeyer, Director of Development, at (651) 792-5534 or email [mrekemeyer@nlccwi.org](mailto:mrekemeyer@nlccwi.org).



Scan the QR code above to go to our Donation page!

# Our Board of Directors

## President

Dr. John Schrock  
– Brule

## Vice President

Jane Snilsberg  
– Iron River

## Treasurer

Philomena Kebec  
– Ashland

## Secretary

Amy Klebe  
– Townsend

## Board Members

Mary Jo Becker – Hayward  
Diane Erickson – Bayfield  
Jon Hamilton – Iron River  
Peggy Hipsher – Iron River

David Krochalk – White Lake  
Judy Popelka – White Lake  
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Don Prueter – Mountain

Frank Suo – Hayward  
Sally Zoesch – Park Falls

## C-Team

Reba Rice – CEO

Jason Akl – COO

Brian Ahlgren – CFO

# Advisory Committee Members

## Ashland & Washburn

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- Kristine Jensch
- Linda Calhan
- Lissa Radke
- Mary McPhetridge
- Mayor Deb Lewis
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- Terri Kramolis

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- Carol Addington
- Cora Miller
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- Mike Houy
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- Stacy Rurup

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- Michelle Graham Forrester
- Paul Eckerline
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## Hurley

- Amy Nosal
- Andrea Newby
- Bruce Dalman
- Cally Kilger
- Dee Grandt
- Karen Hageman
- Katie Hampston
- Ken Saari
- Kevin Genisot
- Maleah Cummings
- Paul Sturgul
- Rita Franzoi
- Wendy Hicks

## Iron River

- Edward Brunner
- Geri Dresen
- J. Erin Hutchinson
- John Berton
- Lanny Falter
- Mary Berube
- Micky Mullozzi
- Nan Olson
- Shane Upthegrove
- Sue Maki
- Todd Bucher

# Advisory Committee Members

## Lakewood & White Lake

- Angie Close
- Carol Blawat
- Cheryl Bartels
- Glenda Butterfield-Boldig
- Jared DuShane
- Kayla Lemorande
- Kim Wolfmeyer
- Member of Representative Jeffrey Mursau's Office
- Patricia Listle
- Sandy Ryczkowski

## Minong

- Barbara Peterson
- Ben Kidder
- Chris Askay
- Dan Myers
- Dylan Peterson
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- Tammie Denninger

## Oconto

- Debbie Konitzer
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- Kelly Christian
- Mike Reimer
- Molly Bonjean
- Nuala Nowicki
- Paul Ehruth
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## Park Falls

- Anne Knudson
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- Jessica Wagner-Schultz
- Jim Braun
- Mark Weddig
- Mayor Michael Bablick
- Stacy Plemon
- Suzanne Daniels
- Tom Armstrong

## Turtle Lake

- Donna Cordes
- Jason Buck
- Kent Kindschy
- Laurie Kirwan
- Mike Rust
- Pat Wick
- Phyllis Lowe
- Scott Hildebrand

# Our Kind & Generous Donors

- Allie Raven
- Allison Allen
- Amazon Smile Foundation
- Amy Klebe
- Andy Noyes and Linda Rise
- Angie Close
- Ashland Lions Club
- Associated Bank
- Barb Gover
- Barb Tellier
- Barbara Sorenson (In Memory of Jody Gail Ricard)
- Bayfield Electric Cooperative
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- Bent Paddle Brewing Company
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- Carol Nelson
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- Carrie Roberts
- Catherine Lange
- Cecily Brown and Tom Cannon (In Honor of Reba Rice)
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- Chequamegon Bay Mask Makers
- Chequamegon Bay People's Orchestra
- Cheri and Paul Band
- Cheryl Treland
- Chippewa Valley Bank
- Christina and Kevin Jensen
- Christine and Jeff M. Dryer
- Cobblestone Inn and Suites
- Café Coco Artisan Bakery & Good Eats
- Colleen Trumper
- Coop's Pizza
- Craig and Susan Supanich
- Cranberry River Gardens
- Curt and Marilyn Witte

# Our Kind & Generous Donors

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- Diane Erickson
- Diane Picken Posner
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- Direct Relief
- Dodson and Kristin Thompson
- Donna Jones Illsley
- Donna Rexses and Barbara D'Andrea (In Memory of Gerry Rexses)
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- Dorinda Holm
- Dottie Mainguth
- Dr. Brian Tarro PhD (In Honor of Paul Sturgul)
- Dr. Deborah Dryer and Jason Akl
- Dr. Jeffrey Lewis and Mayor Debra Lewis
- Dr. Joe Koeller
- Dr. John Schrock and Mary Berube
- Dr. Nate and Angie Schoepach
- Dr. Paul and Karen Hagemann
- Duane and Sandra Raspotnik
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- Edward and Linda Calhan
- Eleanore Dzialo (In Honor of Ted Dzialo)
- Ellen Holmes LaFans
- Enoch and Donna Cordes
- Families for Turtle Lake School Based Behavioral Health Program
- Forever Marge
- Francesca Paciotti Sutherland (In Honor of Reba Rice)
- Frandsen Bank
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- Fred William and Peggy Haueter
- Gary and Kay Roffers
- Gayle Chatfield
- Gene Lemmenes
- George Einar and Dorota Bussey (In Memory of Lu Eckels)
- George, Kathy, and Christy Setzke
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- Glenys Thorsen
- Good Thyme
- Grace Lutheran Church
- Hermit Creek Farm
- Happy Hour Concert with Haitian Divorce
- Howard and Anna Prell
- Irene Blakley (In Memory of Karlyn Holman)
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- Iron River Lions Club
- J. Erin Hutchinson
- Jack and Sharon Stewart
- James and Patsy Quick
- James Ladenthin
- Janet Bewley and David Saetre
- Jason Maloney and Cindy Dillenschneider (In Honor of Health Care Workers)
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- Jean Serum
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- Jeremy and Becky Carmon
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- Joanne McCall Larson
- Joe Koeller
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- Julie Palmer
- Julie Saint George (In Honor of granddaughter's recovery)
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- Karyn Watters and Lee Standyk
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- Kevin W. Suo
- Kristine Jensch and Jeff Silbert
- Kwik Trip Kares
- Kyle Anderson and Liz Mathias Band
- Laona State Bank
- Lana Tucker and Audrey Lang
- Lanie Wasserman (In

# Our Kind & Generous Donors

- Honor of Reba Rice)
- Lanny and Dairlyn Gower
- Larry Fickbohm and Gayle Gonsior
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- Linda Graham
- Linda Jorgenson
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- Mark and Shari Eggleston
- Martha Oie and Susan Maki
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- Mary Johnson
- Michael Fazzino
- Michelle Graham Forrester
- Micky Mullozzi
- Midland Cenex
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- Mike and Matt Montag (In Memory of Colleen Montag)
- Mike Bigo at State Farm
- Mike Shouldice
- Milly Thissen
- Morgan and Janet Kinney
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- Nelda Phillips
- Network for Good/Facebook
- Nicholas and Stephanie Crawford
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- Northern State Bank
- Northern Wisconsin Lung Health Alliance
- O'Brien Spur C-Store
- Olaf and Gina Kirsten
- Our Saviors Lutheran Church
- Patricia Monahan
- Patrick Liedl
- Paul and Cheri Kuske
- Paul Sturgul
- Paul Werni at 45th Parallel
- Peter and Carla Bremner
- Philomena Kebec
- Polly Leinwander
- Radisson Duluth
- Randy and Peggy Hansen
- Randy and Sue Spangle
- Raymond and Christine Levine (In Memory of Ray and Veronica Levine)
- Rebecca Holm
- Richard and Carol Avol
- Richard and Janet Dale
- Richard and Peggy Steffen
- Rick Nettleton at By the Bay
- Rita Franzoi
- Robert Rice and Frances Wagner (In Memory of Margaret Rice)
- Ron Novak
- Round Up North
- Roy Settgas
- Rus Heule
- Rusty and Patti Williams
- Sally Zoesch
- Sam Atkins and Eileen Kajiwara
- Sandra Listle
- Schrock and Berube Family Fund
- Scott and Linda Bruce
- Seth and Angela Vasser
- Sherry Tanula



# Our Kind & Generous Donors

- Sonja Tyson
- Stacey Peterson
- Stephen and Sally Dahlby
- Steph Winter
- Super One
- Susan and David Hall
- Suzanne Niemi
- Sweet Top Farm, LLC
- Ted and Tracy May (In Honor of Doug and Wendy May)
- The 300 Grill
- This Old Bunkhouse
- Thomas and Constance Cogger
- Thomas and Ellen Potterton
- Thomas and Karen Boggess
- Timothy and Debra Landgreen
- Tina Dziuk
- Tom and Ann Madison
- Tom and Barb Kalnes
- Tom Armstrong
- Tri Parish Catholic Church
- Turtle Lake Lions Club
- United Health Care
- Wendy Mareck
- White Winter Winery
- Wild Rice Retreat
- WITC Ashland Marine Repair Tech



# Our Kind & Generous Grantors

## **3M Foundation**

- Turtle Lake Recovery

## **America Cancer Society**

- Breast Cancer and Cervical Cancer screenings

## **Associated Bank**

- COVID-19 task force work

## **Delta Dental Foundation of Wisconsin**

- Delta expansion in Hurley
- COVID-19 Emergency Relief Funds

## **Direct Care Relief**

- COVID-19 Emergency Relief Funds

## **Duluth Superior Area Community Foundation**

- Employee emotional support line funding

## **Federal Communications Commission**

- Telehealth initiatives
- Universal Service Funds for telephone service

## **Federal Emergency Management Agency**

- COVID-19 PPE and sanitation materials

## **Fred C. and Katherine B. Andersen Foundation**

- Recovery expansion in Turtle Lake

## **Gogebic Range Health Foundation**

- Behavioral Health room in Hurley

## **Greater Green Bay Community Foundation**

- COVID-19 Emergency Relief Funds
- Community Health Workers supports for Oconto and Lakewood clinics

## **Otto Bremer Foundation**

- COVID-19 Emergency Relief Funds
- Recovery expansion in Turtle Lake

## **Medical College of Wisconsin Advancing a Healthier Wisconsin Endowment**

- Chequamegon Accountable: the Community for Health (CA:tCH)
- COVID-19 Public Education Campaign



# Our Kind & Generous Grantors

## **Public Service Commission of Wisconsin**

- Digital X-ray in Hayward

## **The Roots & Wings Foundation**

- Farm to Patient Program

## **St. Croix Valley Foundation, United Way St. Croix Valley, United Way Washington County East**

- Employee emotional support line funding
- Turtle Lake gas cards

## **Superior Health Foundation**

- Employee emotional support line funding

## **United Health Care Foundation**

- Capacity building for data

## **United States Department of Health and Human Services Office on Women's Health**

- Teen intervene training and treatment for young adult women

## **United States Department of Health and Human Services**

- Integrative Behavioral Health Services in Birchwood and Lakewood
- COVID-19 staff relief funds
- PPE and COVID-19 testing support
- Quality improvement funds for strengthening EMR
- Expansion of mental health and substance use disorder services

## **Universal Service Funds**

- Telecommunications support

## **University of Wisconsin Area Health Education Centers**

- Provider training to respond to COVID-19

## **University of Wisconsin Department of Family Medicine and Community Health**

- Recovery coaches for local Emergency Room department

## **Wisconsin Department of Health and Human Services**

- Narcan doses for general public
- Opioid and Methamphetamine Treatment Center funding
- Flu vaccine and public education
- Multidisciplinary Pain Management program
- Certified Peer Specialists to respond to Opioid overdoses

# Thank You For Your Kindness

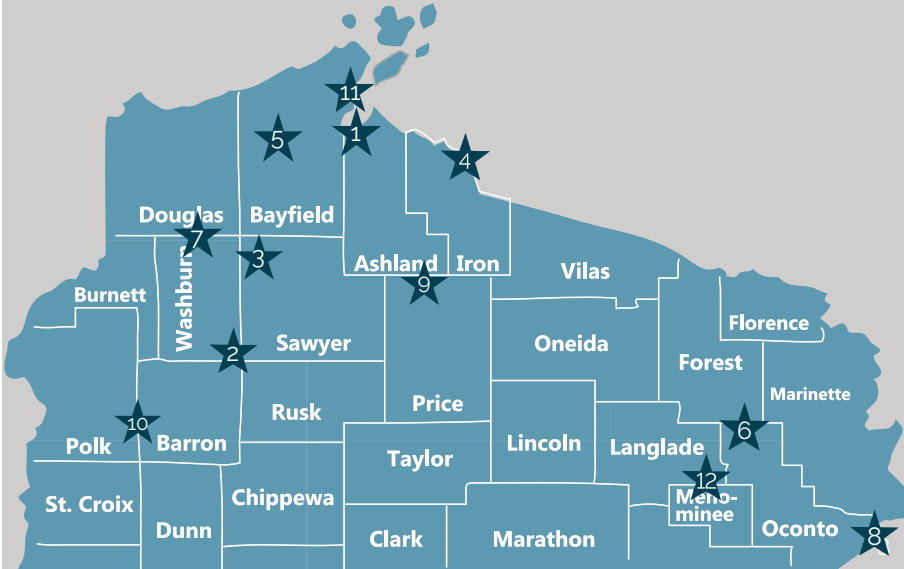
We are so grateful for the outpouring of cloth masks and other personal protective equipment during the COVID-19 pandemic. We tried to list all of the in-kind donors. Our apologies if we missed you since many were dropped off at our individual community clinics. Thank you for your kindness to our health care workers.

Donations made through our Friends of NorthLakes Community Clinic Facebook page are donated to Network for Good, Facebook's non-profit agency. The gifts are passed through to NorthLakes without any fees.

# Kindness Served in 2020

## We Serve 12 Communities

## Patient Visits in 2020



Total Patient Visits\* = 103,243  
Individual Patients Seen\* = 21,864

### Patients Broken Down:

Total Clinic Visits = 86,492  
Total Virtual Visits = 16,751

\* = Excludes dental outreach numbers

## Services We Offer

- |  |                            |  |                   |
|--|----------------------------|--|-------------------|
|  | Behavioral Health          |  | Optometry         |
|  | Chiropractic               |  | Pediatric Therapy |
|  | Dental                     |  | Pharmacy          |
|  | Health & Wellness Supports |  | Psychiatry        |
|  | Medical                    |  | Recovery          |

## Spreading Kindness in 13 Clinics

- |                                |                     |
|--------------------------------|---------------------|
| 1) Ashland<br>                 | 7) Minong<br>       |
| 2) Birchwood<br>               | 8) Oconto<br>       |
| 3) Hayward - Two Locations<br> | 9) Park Falls<br>   |
| 4) Hurley<br>                  | 10) Turtle Lake<br> |
| 5) Iron River<br>              | 11) Washburn<br>    |
| 6) Lakewood<br>                | 12) White Lake<br>  |

# Community Outreach Numbers

## Dental Outreach

Our Superior Smiles program is the largest Seal-A-Smile outreach in Wisconsin

**16,370** individual patients seen in all of outreach (SAS, WIC, Nursing home, daycare)

**203** schools across **57** districts

**13** county WIC offices

**28** daycare centers

**5** skilled nursing facilities



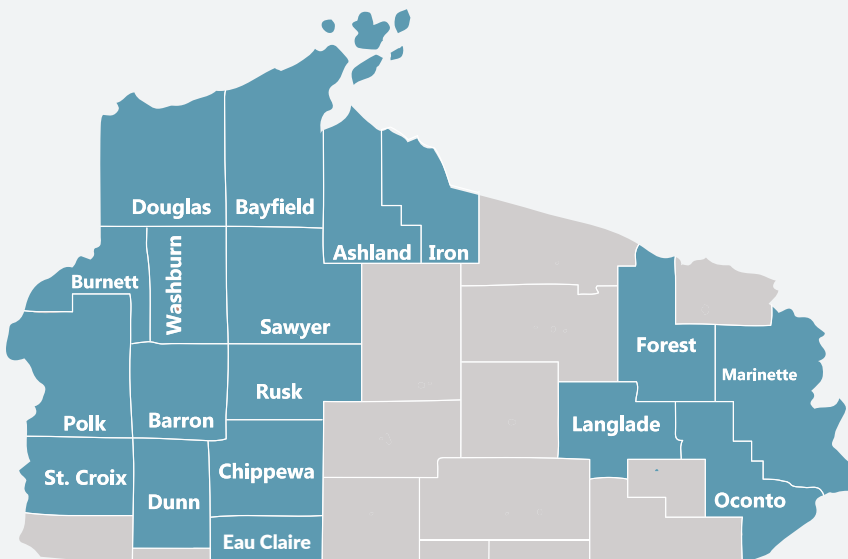
## School-Based Behavioral Health

**427** individual students seen in all of 2020

**22** school districts across **11** counties:

- Ashland
- Barron
- Birchwood
- Cameron
- Clayton
- Clear Lake
- Crandon
- Gillet
- Hayward
- Hurley
- Northwood
- Northwestern
- Prairie Farm
- Suring
- Turtle Lake
- Wabeno
- Washburn
- Winter
- White Lake

## Community Outreach Programs Serve 18 Counties



“Birchwood School District is very grateful to NorthLakes [Community] Clinic for providing both dental and mental health services to our students throughout the pandemic. The stress for students during this time can be overwhelming and offering therapy services at school, where students feel secure, is a gift to our families and to the district.”

— Diane Johnson, Birchwood School District Superintendent

*(We provide both dental and School-Based Behavioral Health services in Birchwood)*

# Community Health Spotlight

## How Community Outreach Changed in 2020

The COVID-19 pandemic profoundly affected the way we provide health care, including our community outreach programs. Community Health Centers (CHC) were created during the Civil Rights movement of the 1960s to be engines for social justice.

From the beginning, we have existed to safeguard the lives and well-being of our community members through counteracting racism, classism and other forms of discrimination and to address their effects on the health of

our patients. 2020 was a year that made it clear our work is far from complete. Our health care systems are not immune, as systemic racism has led to inadequate access to quality care and poorer health outcomes among Black individuals, Indigenous peoples and people of color. We will never stop fighting until health care is responsive and equally accessible.



NorthLakes Community Clinic staff members take a knee in recognition of Black Lives Matter on June 12, 2020.



Our Community Health Workers (CHWs) safely provide curbside delivery of CSA boxes. The program discusses with patients the various recipes they can make using fresh vegetables provided to them. It also ensures that their wellness needs are being met. We ensure that these boxes are delivered using social distance and PPE guidelines as our patients' safety is foremost to us.

The Farm to Patient Program, where patients are prescribed healthy foods through local Community Supported Agricultural (CSA) Farms, redesigned the delivery

and educational component of their program. It was more important than ever to keep patients' immune systems healthy and spirits high.

We also did significant outreach to share vital information about the pandemic with our communities. NorthLakes Communications Department encouraged patients to take initiative and do their part by social distancing, wearing a mask and staying home if sick to help keep their community safe. We created and regularly updated messages on our website's COVID-19 page to provide the latest and best information as well as links to resources, such as our COVID Support Line.



Our Birchwood Dental team, like all members of our staff, take extensive safety measures to protect patients and staff when face-to-face visits are necessary.

The Don't Delay Care campaign reminded patients that our clinic is safe and that their health care needs are essential. It also highlighted some of the dangers of delaying care and

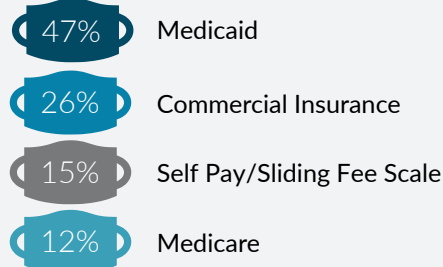
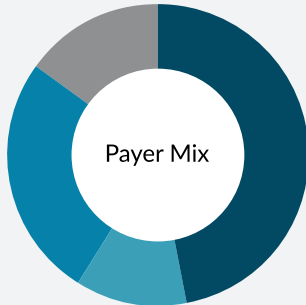


Maya Wenner, a grocery manager at the Chequamegon Food Co-Op in Ashland, Wisconsin, poses for a photo as part of the Don't Delay Care campaign.

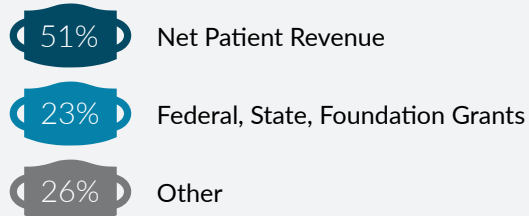
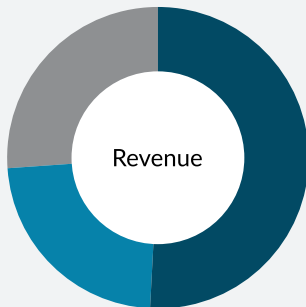
educated our patients about the options of in-person and virtual visits to ensure both patients and staff remained safe.

# 2020 Numbers

## Payer Mix

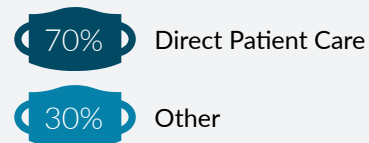
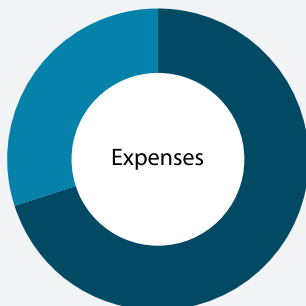


## Revenue



Total Revenue: \$37.5M

## Expenses



Total Expenses: \$34.1M

“2020 was a challenging year for NorthLakes in many ways, including financially. Patient visits for the year came in 28% under forecast due to the effects of the pandemic. The organization also invested in equipment and supplies to make patients and staff safe in the clinics. Fortunately, NorthLakes staff quickly devised ways to continue to serve patients face-to-face and virtually. Also, we qualified for provider relief funding and received many grants and donations to support our efforts to provide care to our communities despite COVID. As we begin 2021, NorthLakes is financially strong, and ready to meet the needs of our patients and communities.”

— Philomena Kebec, Board Treasurer

# Kind People Are Our Kinda People



“When I reflect on my job as a Community Health Worker, I think of the quote by Mr. Rogers that says, ‘look for the helpers, you will always find people who are helping,’ I strive to be one of the helpers and I’m proud to work for an organization that values that role the way NorthLakes does.”

— Bridget Bonneville,  
Community Health  
Worker – Iron River

## In 2020, we reached more people in the local communities that we love

In 2020, NorthLakes Community Clinic expanded on our Health and Wellness Support services, reaching more people in local communities.

During the COVID-19 Pandemic, Community Health Workers (CHWs) focused on prioritizing public education and connecting people to social and health services, and insurance. They helped individuals and families navigate the changing healthcare and social system support landscape, and ensured people received up-to-date information on how to stay well and how to get their needs met during the Public Health Emergency.

Drawing on his lived recovery experiences and formal training, our Certified Peer Specialist, Bob Fredericks, provided support to people receiving services related to mental health and/or substance use challenges. A new grant allowed NorthLakes to develop a Peer Specialist program and hire a second Peer Specialist, Kelly Martin. Peers solidified community partnerships, such as Ashland Wellness Court and support referrals coming from Memorial Medical Center in Ashland.



Our Community Health Workers and Peer Specialists served **1,690** people.

# Be Kind, Leave A Donation Behind

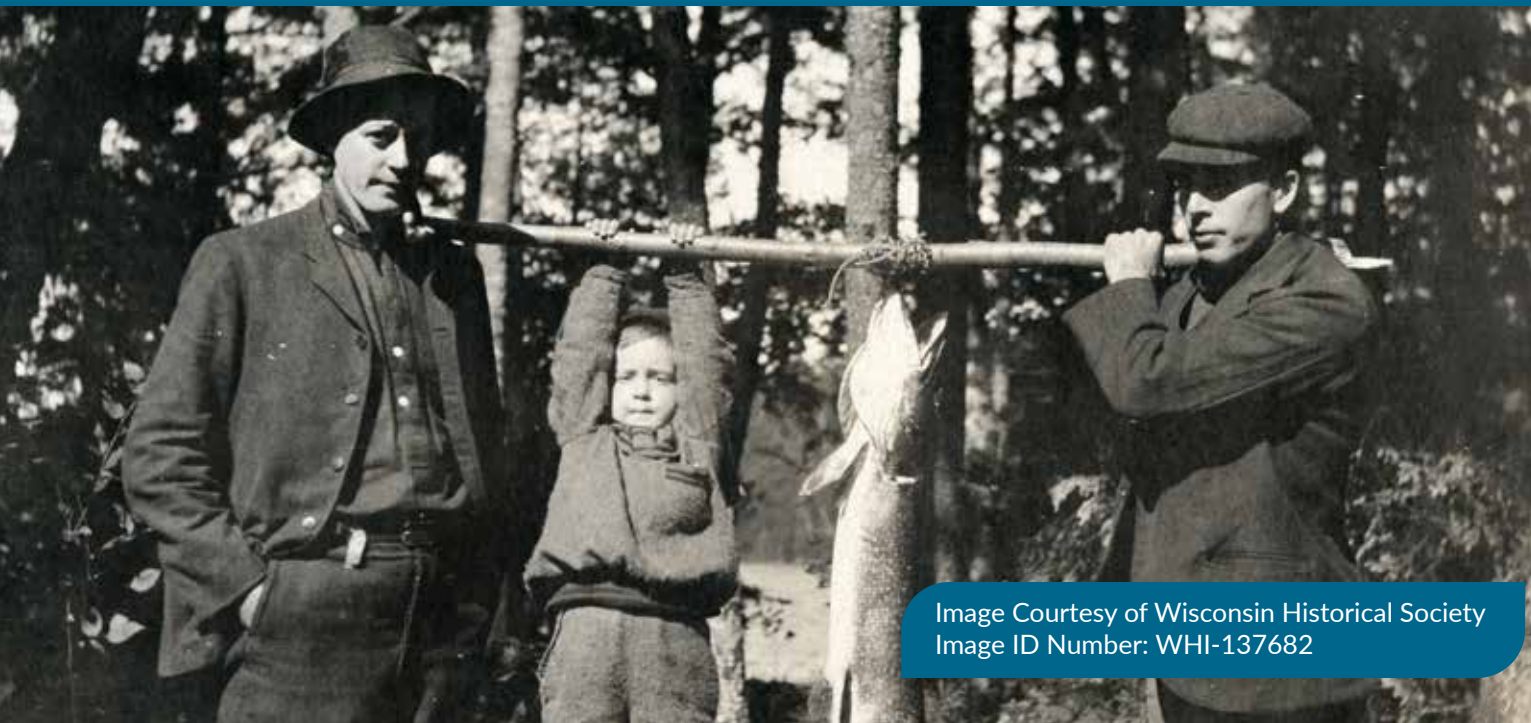


Image Courtesy of Wisconsin Historical Society  
Image ID Number: WHI-137682

## Help others realize your love of your communities with a legacy gift

Whether you live up north seasonally, year round, or moved away; if you want to give back to your community by funding health care and community support programming, NOW is the time to let us know your intention. We have a Legacy Club. Legacy gifts are promised today and realized after your lifetime. There are no amounts specified. We just need to know that you named NorthLakes in your estate planning with a lawyer or financial advisor. To join our Legacy Club or if you have further questions, please call or email Madelaine Rekemeyer at 651-792-5534 or mrekemeyer@nlccwi.org.

### Legacy Club Members

- Mark and Shari Eggleston
- Roger and Diane Wojt

“Our mom lived in Minnetonka, Minnesota, but had a cabin in Hayward, Wisconsin and grew up in New Richmond, Wisconsin. She asked that we establish a Donor-Advised Fund as part of her estate as a way to remember her while doing good works. We were pleased to be able to do so given what is going on in the world, and the fact that our mom supported healthy communities; we thought it [was] appropriate to designate this donation to support the good work done by NorthLakes Community Clinic.”

— Michael and Mathew Montag

# NorthLakes COMMUNITY CLINIC

## ADMINISTRATION

719 Main St. East  
Ashland, WI 54806

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U.S. POSTAGE  
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