Dear Friends,

It feels like a LOT longer than two years since we all started shutting ourselves in behind closed doors to keep ourselves and each other safe from COVID-19. For NorthLakes, 2021 was a year of figuring out how to do more, to do better, while still trying to reduce the spread and ease the burden of the pandemic for our communities, the people who use our services, and our employees. That’s been a challenge, indeed!! And, as always we have many people to thank for their support and goodwill. This report is one way to express our deep gratitude.

Right now, as we look back at the year behind us and forward to 2022, we are inspired by the idea of Opening Doors. Doesn’t that just feel right?! There are two feet of snow on the ground as we write this, but we know that spring is right around the corner. Time to think about the ways we have—and will in the future—open doors, remove barriers, and make the most of opportunities to work together to help each other succeed. To build healthy, prosperous, engaged communities, where everyone thrives.

“Opening Doors” relates very closely to one of our organizational values. OPPORTUNITY: We believe everyone should have equal access to the resources that promote a meaningful life. That includes welcoming IN people who often get left OUT.

Here are a few things we’re particularly excited to highlight.

• Launching our Native American Health Care Scholarship and presenting our first scholar—a nursing student—with a $5,000 check.
• Our fifth year in a row of achieving Human Rights Campaign Leadership Status in the provision of LGBT+ Health Care.
• And new doors and welcome mats outside of our Turtle Lake, Hurley, and Park Falls clinics as we expand to meet more needs in those communities.

Please read on as we highlight some other tangible examples of that work and the people—YOU—who made it possible. We hope you feel proud and pleased with our shared efforts to open doors for everyone in our community!

With gratitude,

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, person-centered, lifelong care.

Community Health
We promote inclusive collaboration to improve the health of our communities.

Shared Responsibility
We seek to identify and address problems with empathy and accountability.

Stewardship
We invest our various resources for maximum impact and sustainability.

Trust
We respect and advocate for each other with honesty and kindness.

Innovation
We utilize creativity and data to drive decision-making.

Opportunity
We believe everyone should have equal access to resources that promote a meaningful life.

OUR DOORS ARE ALWAYS OPEN TO YOUR SUPPORT
If you’d like to support our mission, there are many ways to help:

• Volunteer
• Cash giving
• In-kind donation
• Monthly giving
• IRA disbursements
• Planned giving

To donate, call Madelaine Rekemeyer, Director of Development, at (651) 792-5534 or email mrekemeyer@nlccwi.org, or scan the QR code above to make a contribution via our Donate page.

JOIN OUR TEAM
Scan the QR code on the right and watch a video to learn about how our employees opened the door to a rewarding career at NorthLakes Community Clinic.
Our leadership is our patients. A patient-majority Board of Directors governs us as a Federally Qualified Health Center (FQHC). We appreciate the following individuals who serve on our board. They define NorthLakes’ mission, vision, govern our strategic plan and oversee the sites and services offered in each community.

### BOARD OF DIRECTORS

**President**
Dr. John Schrock — Brule, WI

**Vice President**
Jane Snilsberg — Iron River, WI

**Treasurer**
Philomena Kebec — Ashland, WI

**Secretary**
Amy Klebe — Townsend, WI

### Board Members
- Mary Jo Becker — Hayward, WI
- Michael Flaherty — Clear Lake, WI
- JoAnn Fleming — Ironwood, MI
- Peggy Hisphey — Iron River, WI
- Dave Krochalk — White Lake, WI
- Judy Popleka — White Lake, WI
- Lisa Prtizl — Park Falls, WI

**NorthLakes Community Clinic C-Team**
- Reba Rice — CEO
- Jason Akl — COO
- Brian Ahlgren — CFO

### ADVISORY COMMITTEES

Members of our Advisory Committees have been some of our greatest advocates in the communities we serve. We value and appreciate the dedication and commitment of the following members who promote NorthLakes’ vision for healthy, prosperous, engaged communities where everyone thrives.

#### Ashland
- Linda Calhan
- Carver Harries
- Kristine Jensch
- Deb Lewis
- Mary McPhetridge
- Jeff Muse
- Lissa Radke
- Kelly Westlund

#### Birchwood
- Gayle Luebke
- Amy Okey
- Stacy Rurup

#### Hayward
- Amy Dieckman
- Paul Eckerline
- Stacey Hessel
- Dan Hinman
- Jim Miller
- Craig Olsen
- Chris Ruckdaschel

#### Hurley
- Rita Franzoi
- Kevin Genisot
- Katie Hampston
- Andrea Newby
- Amy Nosal
- Paul Sturgul

#### Washburn
- Gayle Luebke
- Amy Okey
- Stacy Rurup

#### Hayward
- Amy Dieckman
- Paul Eckerline
- Stacey Hessel
- Dan Hinman
- Jim Miller
- Craig Olsen
- Chris Ruckdaschel

#### Birchwood
- Gayle Luebke
- Amy Okey
- Stacy Rurup

#### Park Falls
- Michael Bablick
- Suzanne Daniels
- Breann Eltram
- Edward Kane
- Stacy Plemon
- Jessica Wagner-Schultz

#### Turtle Lake
- Jason Buck
- Donna Cordes
- Scott Hildebrand
- Kent Kingschy
- Lisa Kofakis
- Phyllis Lowe

Mary Berube, an Advisory Committee Member, and Dr. John Schrock, the Board President, sell tickets for the 2021 Iron River Shopping Spree Fundraiser.

Chris Olson ran the 2021 Iron River Shopping Spree Fundraiser for his mother, Nan Olson, who was the 2nd Place Winner.
Thank you to the following donors who helped open doors for more patients as we respond to the health care needs of each of our clinics’ communities.

We are grateful for all of the funds that we receive. Our undesignated gifts allow us to use the money as we see fit. The gifts are used for a wide array of services to provide health care for patients and their family members. The gifts help provide patient transportation to our clinics and provide wrap-around support to patients while lifting barriers to wellness.

In 2021, we created a new Reach Out and Read program at our Minong clinic. On behalf of all the children who are growing up with books and a love of reading, all the parents who are sharing the closeness of reading with their children, and all the NorthLakes’ providers who are supporting the healthy development of their patients, we are most grateful for your support. Thank you, Greta Scaffidi, for your leadership with this program.

The staff at the diner created a 1:1 match up to $1,000. In spite of the event’s cancellation... twice, our supporters came through and we successfully surpassed the match! We were able to acquire a broad range of occupational therapy equipment for the Lending Closet. Our patients’ families borrow equipment to implement therapy at home, thus increasing treatment frequency resulting in faster progress, shortened treatment duration, and a reduction in clinic visits.

A big thanks to our Farm to Patient program farmers for their wellness contribution. The farms donate samples of their food so that the wellness manager can introduce it to patients. This program connects patients with farms and nutritional education.

Good healthy food is one of the best medicines.

We recognize how disparities in educational opportunities and long-standing injustices have created economic barriers for our Wisconsin Native American Tribes. Our health care industry does not accurately reflect the communities that it serves. NorthLakes created a scholarship endowment managed by the American Indian College Fund. We thank the following donors for creating better access to front-line health care careers for Native Americans. This scholarship will be an endowment for perpetuity.
OUR GENEROUS DONORS

Ashland Clinic
- Joseph Walters

Hurley Clinic
- Rita Franzoi
- Carolyn Novak

Iron River Clinic
- Thomas and Karen Boggess
- Linda and Edward Brunner
- Iron River Foods Shopping Spree Tickets
- Iron River Lions Club
- Howard and Patty Lehman
- Hope Lutheran Church
- Donald L. Olson and Family

NorthLakes Indigenous Health Care Scholarship
- Bob and Poca Adams
- Jason Aki and Dr. Deborah Dryer
- Allison Allen
- David and Kathy Allen
- Michael and Leslie Anderson
- Associated Bank
- Bayfield Electric Cooperative
- Mary Jo Becker
- David and Kathy Beeksma
- John and Kay Beguhn
- Dr. Mark and Pat Belknap
- Dr. Charles and Peg Bertel
- Zomi Bloom
- Dr. John and Megan Boyle
- Tony Brown
- Scott and Linda Bruce
- Linda and Edward Brunner
- Nancy Buley
- Mike Bunch (In honor of Paula Bunch)
- Edward and Linda Calhan
- Craig Cooper
- James and Mimi Crandall
- Chippewa Valley Bank
- Stephen and Sally Dahlby
- Gretchen Dahlen
- Richard and Janet Dale (In memory of Ruth Dale; Martin and Florence Heist)
- James and Rebecca Deters
- Mark and Shari Eggleston
- Yvette Fleming
- Dr. Craig Florine
- Frandsen Bank
- Jacob Geiser, MSW
- Gene Lemmenes
- Dr. Nina Gilberg
- Carol Gylander
- Helen Hoar (In memory of Charles Connors)
- Gary Holman (In memory of Karlyn Holman)
- Dr. William and Mary Jo Holzaeuse
- Dr. Matt Horning and Monica Lee
- John R. Flannagan Charitable Foundation
- Jack Gunderson and Linda Jorgenson
- John J. and Jeanne Joseph
- Joyce and Rolland Kiel
- Rudy and Audrey Kavajecz
- Dr. Joe Koeller (In memory of Alice Johnson)
- Deborah Kolonko
- Dave Krochalk
- Christopher LaForge and Amy Wilson
- Charly Loper
- Jim Luedtke
- Madeline Island Ferry Line
- Tom and Ann Madison
- Jason Maloney and Cindy Dillenschneider (In memory of Joe Rose Sr.)
- Thomas and Joanne Carmody Meierhofer
- Northern State Bank
- Suzanne Niemi and Matt Norton
- Amy Nosal (In honor of missing and murdered indigenous women, girls two-spirits, and relatives)
- Martha Osterberg and Barbara Schillo
- David Pagels and Julie Davies Pagels
- Jim and Ginny Pederson
- Thomas and Ellen Potterton
- Howard and Anna Prell
- John and Patti Prusila
- Ginger Quay
- James and Patsy Quick
- Mary Reitz
- David and Madelaine Rekemeyer (In memory of Joe Rose Sr. and in memory of Sylvia Cloud)
- Bob and Reba Rice
- Betty Rogers
- Karen Ruedi Crowell
- Felicia Santini
- Kevin and Sjana Schanning
- Michael A. and Anne Schmidt
- Dr. Nate and Angie Schoepfach
- Schrock and Berube Family Fund
- David and Katie Siegler
- Thomas Sklebar and Jane Austin
- Carolyn Sneed
- John and Dr. Tina Sopiwnik
- Jack and Sharon Stewart
- Francis Suo
- Franklin and Jennifer Suo
- Thomas and Julie Tellitz
- Ronald and Margaret Tracy
- Cheryl Treland
- Terry and Kathy Turek (In memory of Marge and Alice)
- Robert and Frances Wagner
- Dr. David Wood
- Xcel Energy

OT/ST Lending Closet
- Deb and Bob Aaron
- Dean Baillie
- Lorena and Daniel Boss
- Lauchette Byrne (In honor of Emmett Byrne)
- Donations from friends and family for Delta Diner fundraiser (In honor of Emmett Byrne)
- Edward and Linda Calhan
- Craig Cooper
- Delta Dinner LLC
- Kristen Dowd
- Bob Durley and Ann Bartholomew
- Floydian SLIP
- Jacob Geiser, MSW
- Lisa Herder
- Helen Hoar
- Laura Lagrosso (In honor of Emmett Byrne)
- Jill Lorenz and Bill Corlett
- Timothy and Debra Langgreen
- John and Patti Prusila
- Julie Saint George
- Alisst Tusmas and Meghan Salmon-Tumas
- Angie Schoepfach
- Kevin and Sjana Schanning
- Bart Thompson (In memory of Killian Bard)

Park Falls Building
- Forward Bank

Reach Out and Read
- Ronald and Jeanne Brown
- Carrie Jo Cecka
- Mary Connolly (In memory of my husband Michael, who loved books, bookstores and reading)
- Joel and Karen Eikenhorst
- Rebecca Grizzwald
- Hayward Area Rotary Charitable Foundation, Inc.
- Julie Husvet
- Tina Marie Jonas Dunn
- Dr. Patrick Liedl
- Michael and Mary Mishou
- Ralph Glen Moorehead (In honor of Dr. Dodson Thompson)
- Julie Neider
- Northwood Education Foundation
- Dale and Carol Pearson (In honor of NorthLakes’ Minong Reach Out & Read Leader, Greta Scaffidi)
- Diane Pearson
- Michelle Raskovich
- DC Sorenson
- Dodson and Kristin Thompson
- Shara Wagner
- Curt and Marilyn Witte
- Liz Woodworth and Jeff Kriner
- Peter Herder (In honor of St. Stephen)
- Philomena Kebeck
- Amy Klebe
- Ted and Tracy May (In honor of Doug and Wendy May)
- Network for Good/Facebook
- David Olson and Kathryn Grafsgaard (In memory of Kate Foley)
- Thomas and Ellen Potterton
- Arlyn Posekany
- Donald and Karen Prueter
- Felicia Santini
- John Schrock and Mary Berube
- Michael Stamp
- Karyn Watters and Lee Handy
- Randy and Sue Spangle
- Paul Sturgul
- Francis Suo
- Franklin and Jennifer Suo
- Dr. Brian Tarro PH.D.
- Fred Williams and Peggy Hauster (In honor of Evelyn Hauster)
- Sally Zoesch

Wellness
- Laura Berglage/North Star Homestead
- Megan and Adam Greessen
- Steven and Landis Spickerman

Undesignated Fund
- Anonymous
- Richard and Carol Avol
- Brigitte Janos Brozenec
- Scott and Joanne Carmody Meierhofer
- Thomas and Constance Cogger
- Richard and Janet Dale
- Nina Gilberg
- Special thanks to Gina Kalff for in-kind help with social media.
American Cancer Society
- Quality improvement initiative for breast and cervical cancers

American Heart Association
- Calibration of blood pressure machines

Associated Bank
- Support for the Indigenous Scholarship Foundation

Covering Wisconsin
- Assist patients in enrolling in health insurance marketplace

Federal Communications Commission
- Telecommunications support from Universal Service fund

Federal Emergency Management Agency
- COVID-19 response

Fred C. and Katherine B. Anderson Foundation
- Clinic expansion in Turtle Lake

Google
- Google ad grant to assist with clinic promotion

Medical College of Wisconsin Advancing a Healthier Wisconsin Endowment
- Chequamegon Accountable: the Community for Health (CA:tCH)

Miller-Dwan Foundation
- Pediatric Therapies lending closet support

Northern Highlands Area Health Education Centers
- COVID-19 related provider continuing education

Northwest Wisconsin Area Health Education Centers
- COVID-19 related provider continuing education

Roots and Wings Foundation
- General operating support

St. Croix Valley Foundation
- Support for literacy program at our Turtle Lake Clinic

Superior Health Foundation and Blue Cross Blue Shield of Michigan Foundation
- Behavioral Health expansion in Hurley to serve individuals in the UP of Michigan

American Rescue Plan Act funding to address pent up demand
- COVID-19 funding support
- Integrated Behavioral Health services in Birchwood
- Data Waiver support
- Quality improvement support

DOORS THAT PATIENTS OPENED IN 2021

Patients Served in 2021:
22,943
Patient Visits in 2021:
105,147
(This data excludes dental outreach numbers)
2021 FINANCIAL DATA

- **Payer Mix**
  - Medicaid: 52%
  - Commercial Insurance: 20%
  - Medicaid: 17%
  - Medicare: 11%

- **Revenue**
  - Net Patient Revenue: 54%
  - Federal, State & Foundation Grants: 12%
  - Other: 34%
  - Total Revenue: $48.4 million

- **Expenses**
  - Direct Patient Care: 75%
  - Overhead: 25%
  - Total Expenses: $38.8 million

"The health center finished 2021 in a good financial position. Despite continued pandemic challenges with patient visits and workforce, the health center received support from federal, state, and foundation stakeholders to support the implementation of safety practices for our patients and staff, telehealth services, and equipment. This enabled us to provide the services our patients need during these difficult times and maintain the sustainability needed to provide and expand services into the future."

— Brian Ahlgren, Chief Financial Officer
Thank you for opening doors in 2021

We appreciate your efforts to open doors to everyone in our communities