



Advancing every aspect of child and adolescent health.



2023-2027 STRATEGY



A message from Peggy Troy

Anyone familiar with kids or teenagers knows you need to stay a few paces ahead to best nurture them. As Wisconsin's only health system 100 percent dedicated to kids and teens, Children's Wisconsin knows that staying on top of what is next also is essential to fulfilling our mission and vision. We are launching a new five-year strategy with you — our team — as its beating heart.

When we first established our vision that Wisconsin's kids would be the healthiest in the nation, we knew it was not a five- or ten-year vision, but our own North Star guiding our direction well into the future. Embracing this vision led us to make significant achievements like expanding our primary care services, strengthening coordination as a system through technology investments, launching our mental and behavioral health initiatives, and investing in our people — our greatest asset.

We have evolved and are a different organization now than when we first set our vision. And the world is also different. The

well-being of all health care professionals is more critical than ever. A digital revolution, the physical, social and emotional disruption of a global pandemic, consumer brands entering the health care market, greater awareness of the health outcomes at risk due to inequities based on race and ethnicity — these examples demand urgency and raise the stakes for advancing child and adolescent health.

Now more than ever we are being called upon to address the health issues of the children and families within our communities — and no other organization is better positioned to address these needs than

Children's Wisconsin. Our 2027 strategy, therefore, builds upon our achievements and previous milestones, and is an evolution of what we started with our last strategy: we are putting an intentional focus on integrating the breadth and depth of our assets to achieve our vision; we aspire to redesign our models of care to create a more seamless experience for our patients and put the patient and family first; we aspire to treat the whole child — physical, mental and dental needs; and we want to extend our reach and access to more children and positively impact the lives of our communities.

Staying ahead to benefit kids and families means leaning into today's challenges and tomorrow's opportunities. Few pediatric systems in the nation offer a community-based mission and vision of whole child health with the totality of our services. Our 2027 strategy leverages our strengths and pushes us to make new and lasting impacts on the health of kids and adolescents. Your involvement is key. As you read these pages, please think about the many ways your role is part of our broader strategy and remember how important your work is to the kids and families we serve together. This strategy brings us another step closer to achieving our vision of the healthiest kids. Thank you for taking the step with us.

Our strengths present opportunity

We are fortunate to plan for our future from a position of strength. Children's extensive and preeminent set of services and resources gives us unique opportunities in our 2027 strategy.

People and culture at our core

We will continue to build on our values and At Our Best culture to ensure the strength of our committed teams.

Intentional focus on integration

Kids and families will benefit from the care and experiences we can deliver when we operate as one.

Redesigning care delivery

New care models, connected care experiences and the concept of "no wrong front door" will help us increase our impact.

Sustaining our mission through growth and partnerships

Seeking partnerships with the community and other health care organizations will allow us to be financially strong and retain our singular focus on kids and teens.

Who we are

VISION

Wisconsin kids will be the healthiest in the nation.

MISSION

Caregiving

Advocacy

Research

Education

VALUES

Purpose

We act in service of children and families.

Collaboration

We work together to care for and about children, families and each other.

Integrity

We build confidence and trust in all interactions.

Health

We are at our best.

Innovation

We commit to improvement with breakthrough ideas and solutions.

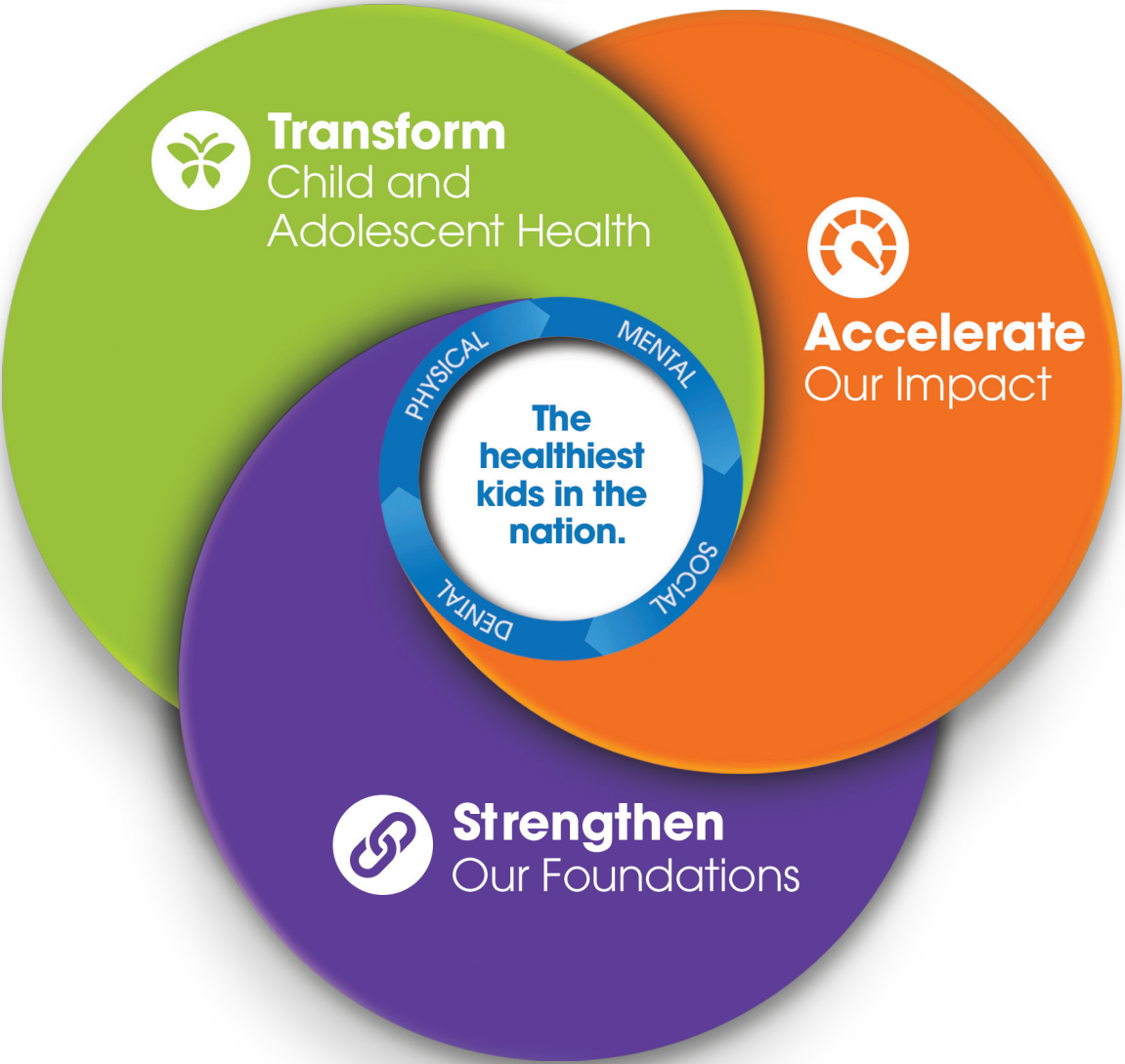
INCLUSION, DIVERSITY & EQUITY COMMITMENT

We will create and support an environment and culture that are intentionally inclusive, diverse and anti-racist.



We continue to follow our North Star: that Wisconsin's kids will be the healthiest in the nation.

This vision led us to the strategies we laid out in 2012 and 2017. Now we are building upon those strategies and evolving as we reach for 2027.



To make the biggest stride toward our vision in the next five years, we need to strengthen our foundations, accelerate our impact and pursue goals that transform child and adolescent health.

Our 2027 strategy defines child and adolescent health to include physical, dental, social and mental well-being and meets families where they are, in the moment they need us.

Over the next five years we will:

-  **Strengthen our foundations**
We will enhance our clinical excellence through continued investments in and focus on our foundations. These are our people, our unwavering focus on quality and safety, our community and external partnerships, and financial and operational excellence.
-  **Accelerate our impact**
As we move beyond our foundations, we will also commit to initiatives that enable a greater impact such as data and analytics, digital evolution, advancing our advocacy, research and education, and collaborating with others to improve care and achieve our vision.
-  **Transform child and adolescent health**
As a result of focusing on our foundation and key enablers, we will transform the health of kids we serve through a focus on whole child health, moving further upstream in the care continuum, providing connected care experiences, and extending our reach and growth.

Our 2027 strategy reflects your voice.

To inform the new strategy, our experts thoroughly assessed industry trends, studied our markets and listened to our teams and stakeholders.

- 15 ideation sessions with 100+ leaders, physicians, and Advanced Practice Providers representing 21 areas across Children's
- Feedback from Children's Board members and community leaders
- Input, feedback and discussion over 15 intensive months have helped us calibrate and make our plans truly right for Children's Wisconsin.



The foundations of Children's Wisconsin's 130-year impact are people, the quality of the care and service they provide, the financial strength that enables continual growth and a steadfast relationship with the community. For Children's to achieve our long term vision and five-year objectives, we must continually invest in our foundations as our top priority.

The strategy we have built relies on this strong foundation. We will continue to uphold our commitment to these core areas of excellence.



People and culture

Create an unrivaled experience for our team members that leads to high engagement, aligned with our Children's values and At Our Best Culture.



Quality outcomes

Provide the best and safest care with an unwavering commitment to exceptional quality, experience and value.



Financial and operational performance

Steward our resources to maintain and improve both revenue and expenses.



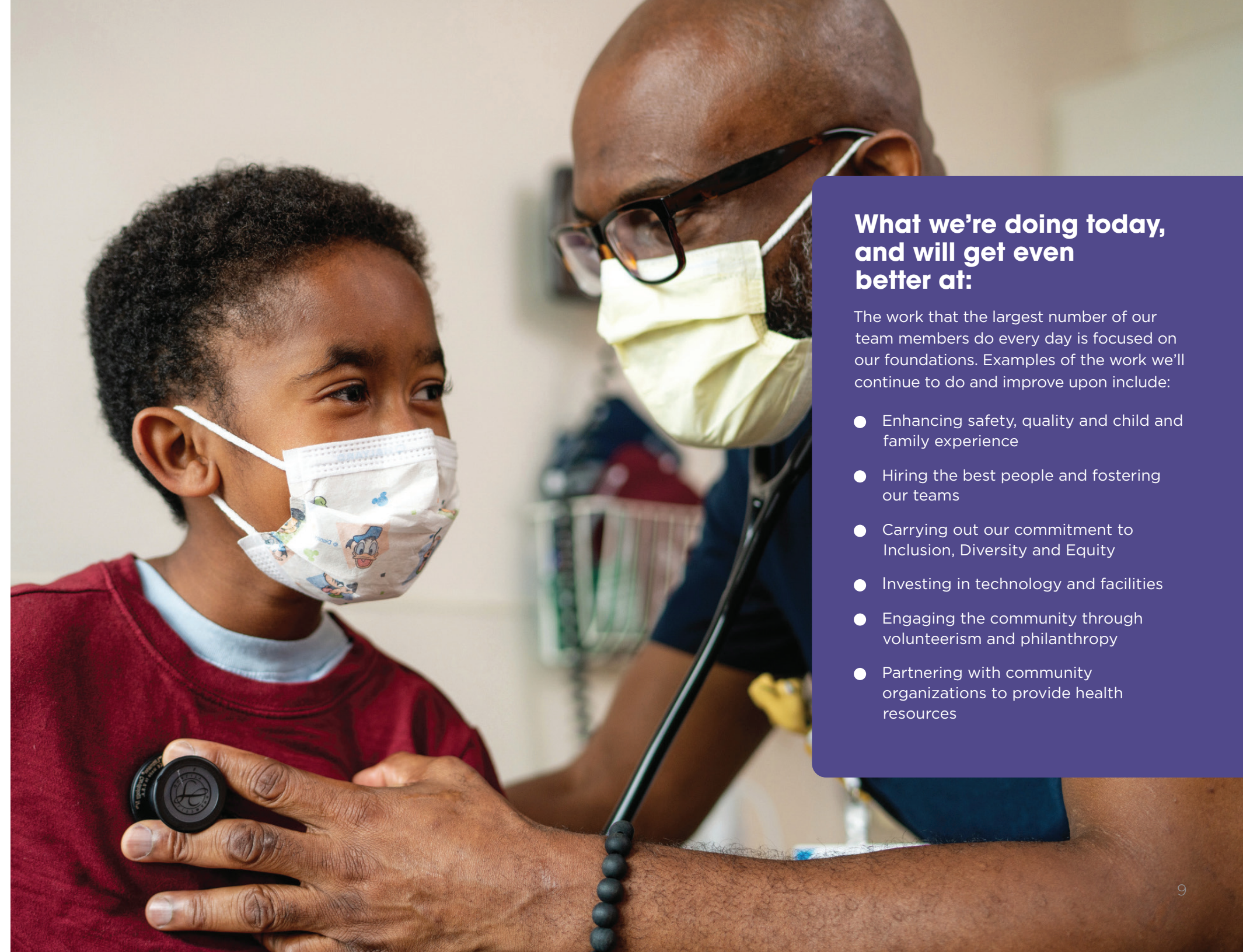
Community and external engagement

Enhance the health of the communities we serve through volunteerism, philanthropy and public policy.

What we're doing today, and will get even better at:

The work that the largest number of our team members do every day is focused on our foundations. Examples of the work we'll continue to do and improve upon include:

- Enhancing safety, quality and child and family experience
- Hiring the best people and fostering our teams
- Carrying out our commitment to Inclusion, Diversity and Equity
- Investing in technology and facilities
- Engaging the community through volunteerism and philanthropy
- Partnering with community organizations to provide health resources





Accelerate Our Impact



Data and analytics

One area is data and analytics. The care and services we deliver comes with an enormous amount of information that holds the potential for continued improvement. **Enhancing our data and analytics capabilities will help inform how we deliver care and services and measure the impact we make.**



Improvement and breakthrough

Constant **improvement and breakthrough** take on a key focus in our 2027 strategy. We've made some exciting breakthroughs in recent years, such as integrating mental and behavioral health in primary care and developing clinical neighborhoods in the Yabuki Tower, in addition to establishing our 5 year research strategy. **Backed by advocacy, research and education, we will drive for more.**

While our strategy depends on a strong foundation, it also pushes us to invest energy and resources in critical areas that will help us transform care. Key accelerators, or enablers, are critical as we improve our quality and reach, and strengthen our team members' experience with us as an employer of choice.



Digital and technology evolution

In 2020, we accelerated from a few hundred video visits at the beginning of the year to more than 75,000 by its close. **Digital and technology evolution** in health care goes beyond video visits and includes our sustaining investments in platforms like Epic and Workday. Embracing this evolution will help us **drive efficiency, quality and experience while reaching more kids and families.**



Purposeful partnerships

We can't and don't do it alone. **Purposeful partnerships** are essential to our vision of the healthiest kids, such as those with schools, behavioral health organizations and Bellin Health and ThedaCare. **By nurturing existing partnerships and forming new ones,** we can continue to advance our vision and mission.

What we'll do more of:

Examples of the work we'll continue to do and improve upon include:

- Standardizing data and using it for research, quality improvement and decision support
- Investing in operational, clinical and technological innovation to improve care delivery, quality and experience
- Differentiated, digital-first offerings that support families wherever they are
- Partnerships with health systems or provider groups to expand existing services



Transform

Child and Adolescent Health

The measure of difference in our 2027 strategy is in our efforts to transform the health of the kids and teens we serve. Transformation may involve new work or connecting existing work in new or bigger ways. These are the aims:



Whole child and adolescent health

A focus on physical, mental, social and dental health guides our actions in all aspects of our definition of whole child health.



Prevention and early intervention

We will reach kids earlier in the continuum of care, offering interventions and preventive care to keep kids healthy in the first place.



Connected care experiences

In whatever way our kids and families connect with us, we strive to make their experience seamless. Digital offerings, convenience and wraparound care will enhance their care along the way.



Access and growth

To serve more families, we will expand access and grow services where it can make the greatest impact.

How will we know our plans are making a difference?

The measures we set yearly in our balanced scorecard align our day-to-day work to our annual priorities, which in turn align to our system strategy. Our plan is also aligned with our multi-year financial outlook to ensure long-term sustainability. Below are some indicators we will use to help us stay on track and inform our yearly balanced scorecard measures:

- The engagement of our employees and members of our medical groups
- Maintaining a strong financial performance
- Patient engagement
- Employee and provider well-being
- Improved interoperability with key stakeholders and partners
- Child and family reported outcomes
- Philanthropic dollars raised through gifts and grants
- Adoption of electronic health record
- Consumption of digital capabilities and content
- Educational partnerships and pipeline of skilled workforce
- Established set of quality and health measures
- Number of children and adolescents who utilize Children's Wisconsin services
- Access to Mental and Behavioral Health services
- Key preventive care gap closure rate
- Child and family experience and convenience



What could transformation look like?

These examples highlight ways we can increase our impact through the lens of our 2027 strategy.

Transformation is about connecting the elements outlined in our 2027 strategy — strengthening our foundations and accelerating our impact — to outcomes. We will focus on expanded services, reach and new care models to make a meaningful difference in child and adolescent health.

We are confident that, with your engagement and continued contributions, we will chart the path forward that positions our organization for continued progress on behalf of kids and families for many years to come.

1

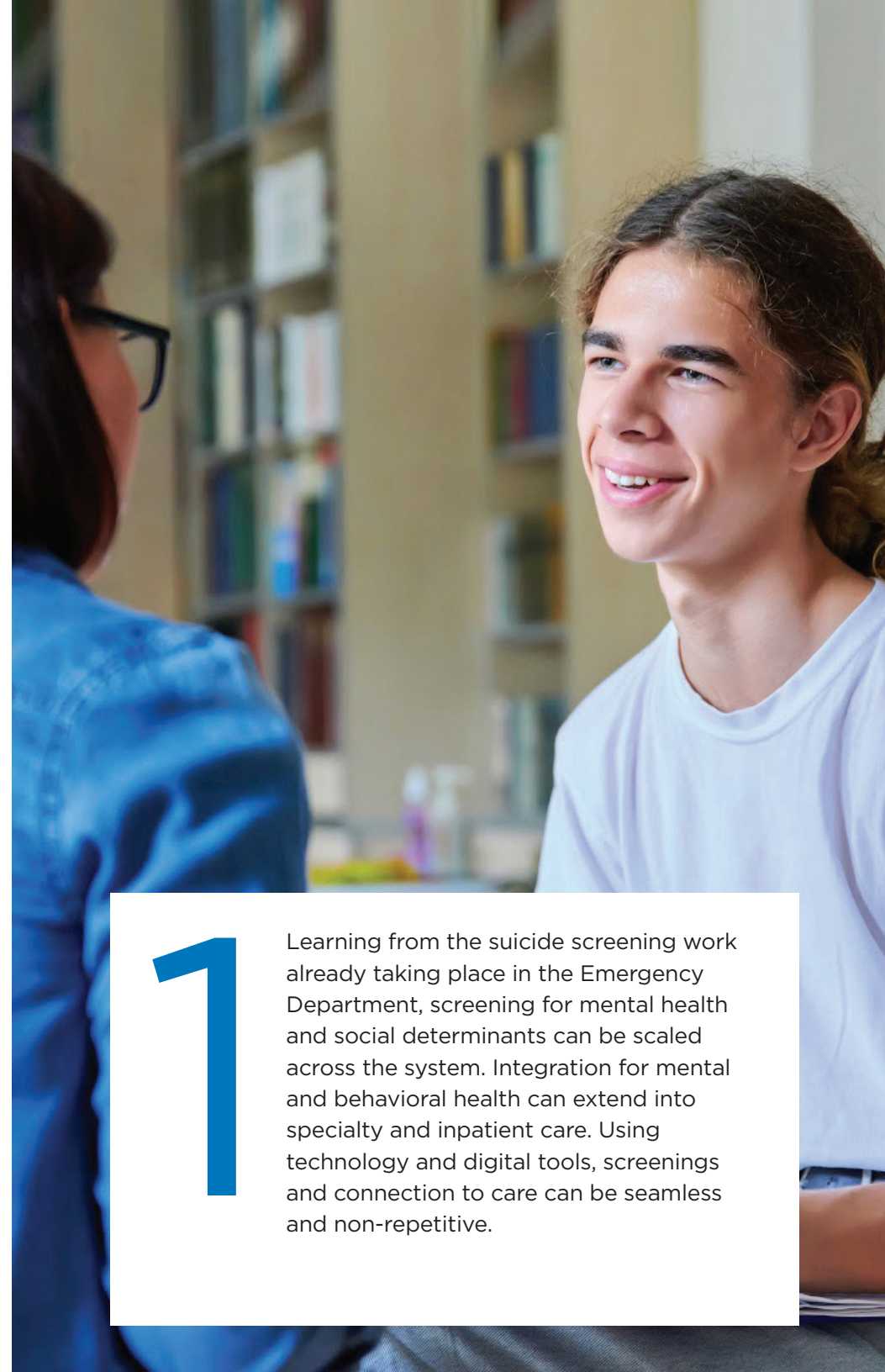
Learning from the suicide screening work already taking place in the Emergency Department, screening for mental health and social determinants can be scaled across the system. Integration for mental and behavioral health can extend into specialty and inpatient care. Using technology and digital tools, screenings and connection to care can be seamless and non-repetitive.

2

Communities in northeast Wisconsin are poised for a meaningful impact on their health due to Children's partnership with Bellin Health and ThedaCare. Enabled by digital evolution and partnerships, we can provide more care in new ways to families across the state. Connected by technology and a shared commitment to kids, the three health systems can better collaborate to care for patients and communicate with families.

3

Powered by data and analytics, and wrapped with care management along the way, a child in Children's primary care can be identified at risk for elevated blood lead levels earlier. A breakthrough or partnership can make lead testing in her own neighborhood possible.



At our best together as we strive for the healthiest kids.



Kids deserve the best.