

2017
ANNUAL REPORT



On the Eve of Our 100 Year Anniversary,

the Need for Our Services

Has Never Been Greater.

2017 Community Impact



5,323

clients benefited from Curative Care programs and services

20,493

therapy visits at Curative New Berlin Therapies

In 2017,

former Governor Tommy Thompson presented Curative with the Wisconsin Center for Performance **Excellence Commitment** Level Award.

Primary goals met for clients in Adult Day Services 2,679

Hours invested in staff training



665

Client community integration outings in 2017



28%

Increase in referrals for early intervention in Birth to Three Services



129

Properties maintained by Curative's Landscaping Services



University and college partnerships

Counties Served

Ozaukee Washington Milwaukee Waukesha Racine Walworth



Clients of Curative New Berlin Therapies surveyed would recommend our services to others



276

Student internships, service learning students and observation students



Satisfaction rating from customers of Curative's Landscaping Services



"In 2017, we continued to evolve and develop innovative programs to meet the growing needs of our clients and their families."

Letter From Our President & CEO

Rising to the challenges in 2017

Every day, I am inspired by the life-changing work that we do at Curative Care to fulfill our mission to improve the function and quality of life for people with disabilities or limiting conditions. As you read the compelling stories in this report, you will witness the impact that our programs and services have on individuals, families and the community. I could not be prouder of our devoted staff.

We provide care for some of the most vulnerable people in our society, and on the eve of our 100-year anniversary in 2019, the need for our services has never been greater. In 2017, we continued to evolve and develop innovative programs to meet the growing needs of our clients and their families. We expanded our Club Curative Adult Day Services program, which serves young adults, to our 92nd Street and Fond du Lac Avenue locations. Curative's Birth to Three program received close to 1,000 referrals for screenings and a 28 percent increase in referrals for Early Intervention. We also responded to the voice of our customers at Curative New Berlin Therapies (CNBT) and created additional evening and summer appointments.

Leading the way in quality and customer service

Curative was recognized by the Wisconsin Center for Performance Excellence with a Commitment Level Award, the next step in our pursuit of the Malcolm Baldrige National Quality Award. We also continued our journey toward building a culture of service excellence by implementing a detailed Customer Experience plan with strategies to improve the customer experience at all touch points.

Collaboration and community partnerships have long been the cornerstone of Curative's success

In 2017, I was appointed as a Board Member of the Business Improvement District #32 (BID 32). The BID was created to advance the economic and environmental goals of local businesses, entrepreneurs and community organizations. Our Fond du Lac Avenue site is located in the heart of BID 32, and I am honored to work with our collaborating partners to advance the BID's mission to become a viable and sustainable community. Our staff continues to be very invested in advancing ethics at Curative. We are in our fourth year of consulting with the Medical College of Wisconsin's Center for Bioethics and Medical Humanities to employ an ethical framework for delivering and evaluating the services we provide. We also collaborate with colleagues from similar health and human service organizations to attend our quarterly Ethics Educational Case Studies.

A year of digital transformation

We invested in technology to improve our operational efficiencies and better serve our clients. To continue improving the coordination and delivery of the care we provide, we integrated Curative New Berlin Therapies into our standardized electronic health

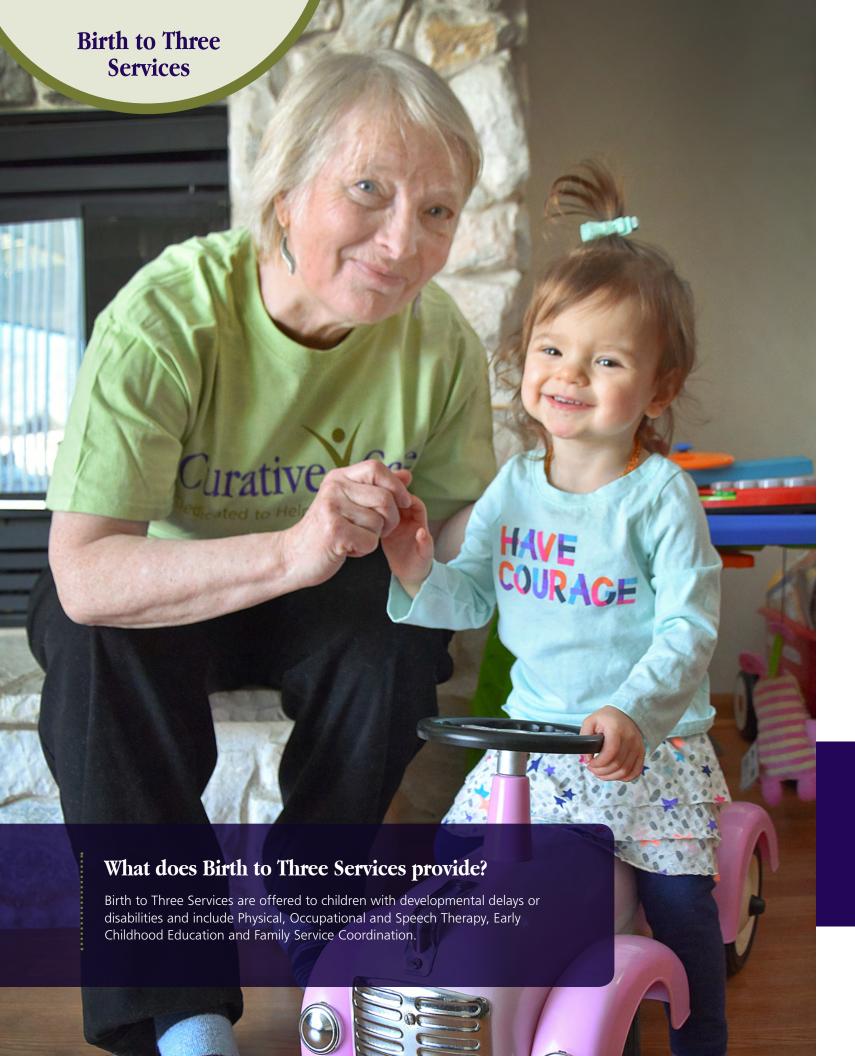


record system. Curative's new applicant tracking and onboarding module better positions the organization to attract top talent and reduces the time it takes potential candidates to move through the application and hiring process.

I am extremely grateful to our dedicated Board of Directors, our compassionate and dedicated staff, generous donors, funders, volunteers, students and community partners for their commitment to helping our clients thrive.

Candace Hennessy Candace Hennessy, PhD, RN

President and Chief Executive Officer of Curative Care Network and Curative New Berlin Therapies



Molly

As two-year-old Molly drives her pink Cadillac across the living room floor, it is quite obvious that she is a force to be reckoned with. She sports an infectious smile and wears a shirt that describes her motto in life, "Have Courage."

Looking at Molly today, it's hard to believe that she was born prematurely and had several challenges at birth, including hydrocephalus, a potentially fatal condition characterized by a buildup of fluid within the brain. "The doctors told us there was little hope that she would ever walk, talk or develop normally," shared Molly's mom, Amy. "They actually said she would be a 'vegetable."

When Molly was just 10 days old, she underwent her first surgery. A shunt was put in her brain to help relieve some of the fluid buildup, and she was referred to Curative's Birth to Three program. That's where she met Occupational Therapist Marjut, and the two of them set out to write a different version of Molly's future.

Molly was not able to lift her head, sit or roll at 10 months of age. Amy remembers asking Marjut if her little girl would ever walk. "I simply told her, 'yes she will, with time,'" said Marjut. She offered Molly's family the glimmer of hope that they so desperately needed.

"The therapists were amazing. They took my broken momma heart and mended it with all of their hope."

Molly and Marjut worked together diligently for a year and a half. Then one day during her therapy session, she took her first steps. "Molly walked away from me to go play with her toys," said Marjut. "She did it, and her mom and I exchanged knowing glances after she took Molly's graduating picture."

Promises kept. At 26 months of age, Molly is age-appropriate plus in all areas of function. "Someone forgot to tell her about all the things she was never supposed to do," said Amy. "We are so grateful to Marjut and the therapists at Curative for never giving up on us."

Outcomes

2017 Birth to Three Services: Our Service Coordinators, Pediatric Therapists and Special Education Teachers partner with families and medical teams to identify goals for each child.

Improving the function and quality of life for the children and families we serve is a top priority.

Senior Occupational Therapist, Marjut (left), helped Molly learn life changing new skills through fun and interactive activities. (Pictured right) Molly and her parents.



Effectiveness

99% of parent survey respondents agreed or strongly agreed that they will use the skills they learned as a result of coming to the program.

100%

Effectiveness

100% of child-family survey respondents agreed or strongly agreed that their child's program has what they feel is important.

99%

Customer Experience

99% of child-family survey respondents agreed or strongly agreed that they are part of their child's team.

95%

Customer Experience

95% of child-family survey respondents agreed or strongly agreed that they would tell others to bring their children to Curative.



95%

Effectiveness

95% of child-family survey respondents agreed or strongly agreed that Curative Service Coordinators follow up on their concerns.

94%

Effectiveness

94% of child-family survey respondents agreed or strongly agreed that Curative Service Coordinators are knowledgeable and helpful.

96%

Customer Experience

96% of child-family survey respondents agreed or strongly agreed that Curative Service Coordinators treat them with courtesy and respect.

93%

Customer Experience

93% of child-family survey respondents agreed or strongly agreed that they would recommend Curative to other people.



Mia

Fourteen-year-old Mia has a contagious laugh that lights up the room. She uses a wheelchair in the home, school and community where she loves to get out and about with her active family.

Mia is developmentally delayed with a condition that requires her to make multiple trips to the doctor. As she got older, it became very difficult for her to be transported, along with her wheelchair, in a regular vehicle.

Mia's parents, Kelly and Jason, worked with Curative's Service Coordinator, Yajaira, to help connect them with the vital community resources they needed to make life easier for their family. Yajaira was able to help them secure an adaptive stroller and a vehicle modification so that Mia could be easily transported to her favorite places in the community. Jason shared that these items made "a world of difference" and gave their entire family a renewed sense of freedom.

"We used to have to make decisions about where we were going based on our ability to transport Mia, but now we can go wherever we want."

Kelly shared that Yajaira was a great advocate throughout the process. "She really understood what a difference these things could mean to a family like ours," said Kelly. "Yajaira always goes the extra mile and we can tell that she really cares about Mia."

Although Mia faces many challenges in life, her adventurous spirit and loving family have helped her thrive. She loves to go swimming and listen to music, but nothing compares to her fun walks with dad in the new adaptive stroller. "Sometimes we will walk four to five miles a night," shared Jason. "We are so grateful to Yajaira and to Curative for helping improve the quality of life for our entire family."

Outcomes

2017 Case Management Services: Our Case Management team works with our pediatric clients and their families to get to know them and to foster their health and independence at home and in the community.

We are committed to a process of continuous improvement, communication and building trusting relationships with those we serve.

Service Coordinator, Yajaira (right), works diligently with many community resources to help make life a little easier for Mia and her family (pictured left).





Stephanie

Making the transition from high school to becoming a young adult can be challenging for just about anyone, but for people with special needs, the journey can be extremely stressful on the entire family. Twenty-six-year-old Stephanie, who has mild autism and cognitive delays, was no exception.

Luckily, Stephanie had the undying support of her parents, Nancy and Joe, and their three other adult children. "We are a very close family and everyone helps out with Stephanie," shared Nancy. "We all work together to create the best life possible for her."

Nancy and Joe both worked outside the home during the day, and they struggled to find a place where Stephanie would fit in after high school. "We tried several other adult day programs and felt like we were running out of options," said Nancy. "Then I said I want to try this Curative program in Menomonee Falls." She shared that coming to Curative's Adult Day Services was one of the best decisions that she has ever made for Stephanie. "Casey, the manager, was so fantastic and she treated Stephanie like she was one of her own," said Nancy. "She gave us several weeks to try Stephanie in one program area and then worked with us to get her into another one that was an even better fit for her."

Nancy shared that the experience at Curative has been "life-changing" for Stephanie. "She used to be afraid to leave the house and now she gets her jacket on right away in the morning and loves to come to the program to see her friends," said Nancy. "They are all so willing to go the extra mile and it really has made a difference with my Stephanie."

Nancy shared that Stephanie has "come out of her shell" and is once again singing, has more confidence and is becoming very outgoing. She shared that there is nothing like the peace of mind, for the entire family, that comes with knowing that Stephanie is in a safe, happy place.

"It's such a feeling of relief that we found a place where our Stephanie fits in."

Things are going so well for Stephanie that her parents are considering adding another day at Curative to her schedule. "She has made such progress in this program, and our entire family is so grateful to their amazing staff," shared Nancy. "Stephanie's loving life and back to being my happy child again."

Outcomes

2017 Adult Day Services: Our Program Coordinators and Program Specialists involve clients, family and other stakeholders in the goal-planning process and in progress updates.

We measure goal attainment because we are committed to improving the function and quality of life for our clients and their caregivers.

Stephanie (left) enjoys opportunities to create and listen to music with other clients and Curative staff, including Adult Day Services Manager, Casey.

97%

Effectiveness

97% of clients' primary (most important to them) short term goals were achieved by adults with developmental disabilities served in the program.

98%

Effectiveness

98% of Adult Day Services clientfamily survey respondents agreed or strongly agreed that the program is helping them.

99%

Customer Experience

99% of client-family survey respondents agreed or strongly agreed that the client and his/her guardian or caregiver helped to set their goals.

97%

Customer Experience

97% of Adult Day Services client-family survey respondents agreed or strongly agreed that they would recommend Curative to other people.

100%

Effectiveness

100% of child-family survey respondents agreed or strongly agreed that their therapist is both knowledgeable and skilled.

100%

Customer Experience

100% of child-family survey respondents agreed or strongly agreed that their therapist teaches them an effective home program to help manage their family member's/their care.

97%

Customer Experience

97% of child-family survey respondents agreed or strongly agreed that their therapist responds to their questions and concerns.

100%

Customer Experience

100% of child-family survey respondents agreed or strongly agreed that they would recommend Curative New Berlin Therapies to others.

Jason

When Jason started coming to Curative New Berlin Therapies (CNBT), he was a very shy five-year-old boy who faced many challenges. He experienced problems with overall coordination and sensory regulation, which also affected his visual perception, reading, writing and social skills. Jason struggled in school and in life to keep up with his peers. He was painfully aware of all of the things he could not do, especially being unable to ride a bike like his twin brother, Ryan.

Jason worked diligently with Occupational Therapist, Claire. The two of them were a great team, and he began showing progress. Eventually, Jason was scoring age appropriately on all standardized tests and was doing great in school as handwriting and scissor skills were also addressed as part of his therapy at CNBT. "He used to struggle with reading and writing," said Jason's mom, Kelly. "Now he loves to read and write stories, and he is actually one of the best writers in his class."

Although Jason surpassed many milestones, he was still frustrated because he could not ride a bike "like his brother." Claire was determined to help him reach his goal. She broke down the bike riding task into different parts to help him learn how to use his legs reciprocally, to keep the handle bars steady, and to always look around and be aware of the environment.

"We practiced using a ride along bike that had no pedals, a bike that had training wheels and his own bike in the park." shared Claire. "Finally during one session, he got it and began riding circles round me independently." His mom smiles as she shares a vivid memory of how proud Jason was that day,

"He rode a bike by himself for the first time and I remember him coming home saying 'this is the best day of my life."

Jason overcame tremendous obstacles to accomplish his goals. Something as simple as riding a bike like his brother seemed so out of reach for him, but he was not alone. "Claire's patience really helped him turn things around," shared Kelly. "She boosted his confidence and never gave up on him."

Jason is now seven. He enjoys swimming and is involved in wrestling, but nothing compares to being able to ride a bike, right beside his twin brother.

Outcomes

2017 Curative New Berlin Therapies: Our skilled therapists work with infants, children, teens, adults and families to help address developmental, neurological and orthopedic therapy needs.

We measure client feedback regarding our knowledge, skill and responsiveness because we are committed to improving the function and quality of life for the individuals we serve.

Jason (right) achieved all of his developmental goals and more with the help of Occupational Therapist, Claire.





Kevin

As long as Kevin can remember, he wanted to be a Navy Seal. It was his passion and he had it all strategically planned out. Kevin is a very focused, determined young man, and after graduating from high school, he planned on wasting no time pursuing his dream job and serving the country he loves.

Unfortunately, Kevin was involved in a serious accident his senior year of high school. His right hand was severely damaged, and he had to have several of his fingers reattached. In a single instant, Kevin's dreams of becoming a Navy Seal were shattered.

Kevin's physical pain from his injury was compounded by the emotional toll that the accident had taken. He began suffering from depression and did not know what he wanted to do now that he had graduated.

Kevin's road to recovery took a positive turn when he met with Curative's Job Developer, Mary, who matched him up with a temporary work experience as a Physical Therapy Aid at Franklin Rehabilitation.

Kevin's mom, Tatjana, said that it was always important for him to feel like he was making a difference. She began noticing that Kevin had a renewed sense of purpose after he started his new job.

"Mary, his job developer, was awesome. She really knew how to pair him up with his passion."

Kevin has made some new friends at his job and is once again looking at a very bright future. He no longer feels helpless since starting his temporary work experience through Curative's Employment Services. "Curative really helped me gain a lot of personal confidence," shared Kevin.

Despite his setbacks, Kevin has found that through helping others he was able to heal himself. He has decided that he wants to become a Physical Therapist, and in typical Kevin fashion, he already has a plan in place. He has been working with a Physical Therapist at Franklin Rehabilitation, and his application has been submitted to start classes at the University of Wisconsin - Milwaukee.

Outcomes

2017 Employment Services: Our team works with clients to prepare them for employment and to ultimately help them reach their goals.

We measure the percent of our hired clients who retain their employment for more than 90 days because this is an indication that our clients are becoming established in their new roles.

Even though Kevin (left) was unsure what his future would hold, Job Developer, Mary, knew they would find the perfect job placement for him.

94%

Effectiveness

94% of persons hired in the community retained their employment for over 90 days.

88%

Effectiveness

88% of client-family survey respondents agreed or strongly agreed that the program is helping them.*

88%

Customer Experience

88% of client-family survey respondents agreed or strongly agreed that they help set their own goals.*

86%

Customer Experience

86% of client-family survey respondents said they would recommend Curative to other people.*

²2015, 2016 and 2017 results combined due to small sample size.

100%

Effectiveness

100% of health/well-being and social interaction goals were achieved by older adults served in the program.

98%

Effectiveness

98% of physical activity goals were achieved by older adults served in the program.

97%

Effectiveness

97% of client-family survey respondents agreed or strongly agreed that Curative staff show that they care about the client or family member.

97%

Customer Experience

97% of client-family survey respondents agreed or strongly agreed that they would recommend Curative to other people.

Cecelia

Cecelia (CeCe) leads a very active life with her six children and nine grandchildren. She has been coming to Curative's Senior Center for nearly a decade and enjoys bingo, dice games, swimming and movies with lots of music.

When CeCe looks down, she smiles as she reflects on the cherished necklace she wears every day. The inscription reads, "I heart you Grandma CeCe." She talks about the importance of family and friends as she shares her story with a twinkle in her eye.

CeCe had a stroke several years ago, which left her partially paralyzed and in a wheelchair. After her husband passed away, she went to live with her son, Matt, and daughter-in-law, Linda. "Dad always promised her she would never go to a nursing home and when he passed away, we were happy to have her come and live with us," said Matt. "My wife is at home during the day and could care for her, but mom really loves to go to Curative and socialize with her friends."

CeCe admits that at first she did not know what to expect because she had never attended a program at a Senior Center before. "The staff here are so funny, and I made a lot of friends right away," shared CeCe "Now when I come here in the morning, everyone greets me, and when there is a new client, we all go out of our way to make them feel welcome."

Matt shared that he was particularly impressed with the staff at Curative because they work with clients and their families to identify goals that support their health and encourage them to remain physically and cognitively active.

"I would recommend Curative to anyone because they really do care about their clients' goals and well-being."

When CeCe was younger, she used to go bowling all of the time. Now this social butterfly looks forward to bowling with her friends at Curative, especially when the student volunteers come in from Carroll University. "She just loves being with people," said Matt. "We don't have to worry about her during the day because we know she is in a very caring and loving place."

Outcomes

2017 Senior Services: Our Licensed Practical Nurse, Program Coordinator and Program Specialists work with our seniors and their families to determine the best way to maximize physical and cognitive health.

We measure goal attainment in the areas of physical mobility, health and well-being and social interactions because these are key factors to maintaining health and community independence.

CeCe (right) enjoys each day she is able to come to the Senior Center to see her friends, including long-time staff member, Gloria.



Curative Care Senior Leadership

Candace Hennessy PhD, RN, President and CEO

Maureen Collins, Vice President of Quality and Education

Joy Gravos, Chief Operations Officer

Karin Langsdorf, Vice President of Information Technology

Jennifer Nelson, Vice President of Human Resources

Eric Oechsner, Chief Financial Officer

N. Muni Reddy MD, Medical Director

Julie Rogers, Vice President of Marketing and Communications

Curative Care Boardof Directors 2017-2018

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Curative Care Key Strategic Initiatives in 2017



Delivery of High Quality Services

- Curative Care was recognized by the Wisconsin Center for Performance Excellence with a Commitment Level Award for its successful completion of the Wisconsin Fast Forward application.
- Completed a multi-disciplinary self-assessment of the 2017 Community Service standards for the Commission on Accreditation of Rehabilitation Facilities (CARF).
- Launched a data-driven staff/client Fall Prevention and Awareness initiative to promote client safety while at Curative and at home.
- Upgraded security throughout all Curative locations by adding new cameras plus new badge reading technology to access entrances at our 92nd Street location.
- Integrated Curative New Berlin Therapies (CNBT) into our standardized electronic health record system.
- Developed a three-year Cybersecurity and Technology strategic plan.
- Created efficiencies in finance by implementing new management software to ensure leaders have access to real-time financial reports.
- Upgraded all HVAC and lighting at Curative's Employment Center to create a modern and comfortable environment for those employees working in the assembly and production area.
- Curative's landscaping crew, comprised of 75% of workers with disabilities, maintained the grounds of 129 properties and achieved a 100% satisfaction rating for their landscape service at BMO Harris Bank locations in the greater Milwaukee area.
- Created a partnership with the Veteran's Administration (VA) Work Therapy Program to hire veterans.
- Added new curriculum to enhance Adult Day Services clients' life skills with a "Skills to Pay the Bills" class.
- 94% of the children discharged from Curative's Birth to Three Program showed improvements in at least two out of three of their primary outcome areas.

Our Mission

Curative Care improves the function and quality of life for persons with disabilities or limiting conditions through high quality care and services.

Our Vision

To be the premier provider of comprehensive, efficient and effective services to children, adults and seniors with disabilities or other limiting conditions in Milwaukee and surrounding counties.

Our Values

- Compassion
- Respect
- Service Excellence
- Quality
- Teamwork







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Talent Management

- Implemented a new applicant tracking and onboarding module to attract top talent and reduce the time it takes potential candidates to move through the application and hiring process.
- Invested in 2,679 hours of individual training for frontline staff.
- Implemented a new human capital management system, which offers improvements in payroll processing and gives employees access to update their own data within the system.
- Created a new Training and Organizational Development Specialist role to bring best practices to leadership and frontline staff.
- Revamped job descriptions and developed career paths to better identify top employees for promotion.
- Built a learning curriculum and classes for Adult Day Services to support frontline staff in performance excellence.



Sustain and Grow

- Expanded the popular Club Curative Adult Day Services program for young adults ages 18-29 to include the 92nd Street and Fond du Lac Avenue locations.
- Simplified the online donation payment process and instituted 24/7 fraud detection monitoring with the addition of PayPal.
- Doubled Curative's philanthropy efforts through its first Annual Appeal.
- Curative New Berlin Therapies (CNBT) expanded its hours to include additional evening and summer appointments.
- Curative's Birth to Three program received nearly 1,000 referrals for screenings and a 28% increase in referrals for Early Intervention.
- Curative's landscaping crew was awarded the Department of Transportation bid for snow and ice removal of Milwaukee County lots for the 2017-2018 season and the State of Wisconsin bid for Rest Area Maintenance services along major interstates in the greater Milwaukee area.
- Connected with the community, raised awareness and created demand for Curative's services through an integrated marketing campaign.
- Implemented a Customer Experience plan with detailed strategies designed to create a culture of service excellence.
- Conducted listening sessions with parents, guardians and caregivers in Curative's Adult Day Services programs to identify unmet needs and gaps in services.



Curative Foundation Board 2017-2018

C. Frederick Geilfuss, *President*John Stocking, *Vice President*Candace Hennessy PhD, RN, *Executive Vice President*

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Financials As of December 31, 2017

\$36,377,962
Total Assets

\$25,911,583
Net Assets

Amounts for 2017 are unaudited as this report was prepared before completion of the annual audit.

Revenue Sources •••••• 78% Programs and Services 10% Other **Expenses** …… 11% Administrative and General

Community-Based Service Locations

Curative – 92nd Street

1000 N. 92nd Street, Milwaukee **414-259-1414**

Available Services:

Adult Day Services
Birth to Three Services
Case Management Services
Outpatient Children's Therapy

Curative – Fond du Lac Avenue

2607 W. Fond du Lac Avenue, Milwaukee **414-263-6732**

Available Services:
Adult Day Services

Curative – Employment Center

1647 S. 101st Street, West Allis 414-257-4057

Available Services:

Commercial Services

Curative – Forest Home Avenue 6700 W. Forest Home Avenue, Milwaukee 414-342-7000

Available Services:
Adult Day Services

Curative – Menomonee Falls

W187N8661 Maple Road, Menomonee Falls **262-251-8670**

Available Services:

Adult Day Services

Curative – Waukesha

149 Wisconsin Avenue, Waukesha **262-574-9147**

Available Services:

Senior Services

Curative New Berlin Therapies

2895 S. Moorland Road, New Berlin

262-782-9015

Available Services for Children and Adults:

Physical therapy

Occupational therapy

Speech/language and oral motor therapy Massage therapy

Learn more about all of Curative Care's services:

Call 414-479-9254 or visit curative.org

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Curative Care is nationally accredited by the Commission on Accreditation of Rehabilitation Facilitie (CARF), the gold standard in accreditation for rehabilitation facilities. CARF has awarded a full three-year accreditation through March 2021 to Curative's Adult Day Services.

Curative Care Network, Inc.
Curative New Berlin Therapies, LLC
Curative Rehabilitation Services
Curative Rehabilitation Center
Milwaukee Rehabilitation Center