



abouthealth[®]

2018 Value Report



Preface

Nothing is more personal than healthcare. As a CEO, I understand the need for employers to find the best options at the best price. As a husband, father, and grandfather, I understand the need for access to quality care. As a physician, I understand that we need to transform when, how, and where we deliver care.

When AboutHealth started four years ago, we knew there was potential to do great things. While Wisconsin's health systems provide quality care, we knew that by collaborating and sharing expertise we had the ability to make care more affordable and efficient for our patients and employers.

The 2018 Value Report illustrates just how far we have come as every system is showing great progress in quality improvement. While we are in the beginning stages of our combined approach to population health, we are encouraged by our early results. We have leveraged learnings and have discovered opportunities in many areas including emergency room utilization and prescription drug costs.

To be truly transformational we need to not only share insights, but develop new practices together that change the way healthcare is delivered to enhance the patients' experience. We need to analyze data in a way that allows us to predict trends, not just react to them. We need to continue to find solutions to bend the cost curve. We have laid a successful foundation and our early successes make us optimistic about what we can achieve moving forward.






Thank you for taking this journey with us.



Nick Turkal, MD
Chairman of the Board



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About Us



We are six of Wisconsin's top-performing healthcare systems. We are the providers you trust to keep your family healthy.

Our vision: AboutHealth will, through collaboration and sharing among Owner systems, lead transformational change in healthcare in Wisconsin. We will deliver more consistent and reliable high-quality healthcare at a lower and more affordable cost.

By working together we can accomplish more, faster and better. Thus providing efficient, accessible healthcare for the communities we serve.

We are committed to being completely transparent and fully accountable. We utilize data and evidence-based practices to identify and prioritize opportunities to improve quality and efficiency.



6 Health Systems



41 Hospitals



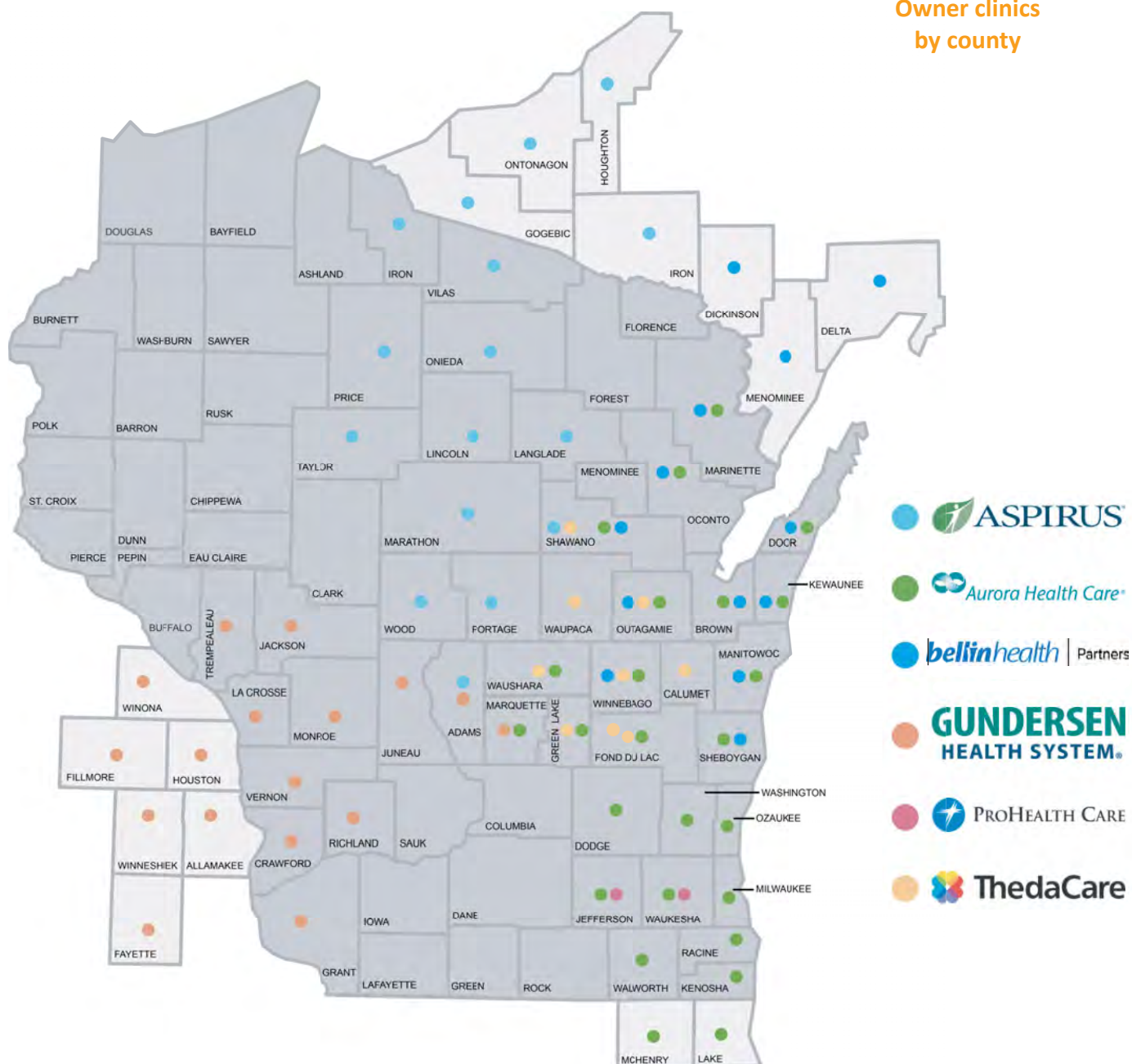
347 Clinics



3,788 Physicians



Owner clinics
by county



Our Owners are accessible to 73% of Wisconsinites and their families

A Foundation of Excellence

The strength and commitment of the AboutHealth network is built upon a foundation of excellent organizations. It is the tradition of excellence from each Owner system that brings **dedication and wisdom** to the table, and a willingness to share best practices to improve the health of the patients we serve.

In this process of collaboration, each Owner is the teacher and the student. This requires vast expertise, coupled with the humility to understand that we continue to learn, grow, and improve. In establishing an environment where this synergy can exist, AboutHealth is able to help all Owner systems to get **better, faster, together.**



Learn more about the individual Owner systems that fuel AboutHealth's synergy in the following section.

Our Owners



Aspirus is a non-profit, community-directed health system based in Wausau, Wisconsin. Its 7,700 employees are focused on improving the health and well-being of people throughout Wisconsin and upper Michigan. Aspirus serves communities through four hospitals in Michigan and four hospitals in Wisconsin, 50 clinics, home health and hospice care, pharmacies, critical care and air-medical transport, medical goods, nursing homes, and a broad network of physicians. Aspirus was recognized in 2018 by IBM Watson Health as a Top 15 Health System in its annual study identifying the top-performing health systems in the country.

Mail: 2200 Westwood Drive
Wausau, Wisconsin 54401

Call: 800-847-4707

Visit: aspirus.org



Aurora Health Care is a non-profit healthcare system headquartered in Milwaukee and serving eastern Wisconsin. The system has 15 hospitals, more than 150 clinics, and 70 pharmacies. With 32,000 employees, including 1,800 employed physicians, Aurora is Wisconsin's largest home care organization. Since its formation in 1984, Aurora has expanded through partnerships with independent community hospitals and affiliations with physician organizations as well as organic growth by building new hospitals and medical centers.

Mail: 750 West Virginia Street, PO Box 341880
Milwaukee, Wisconsin 53204

Call: 800-863-5502

Visit: aurorahealthcare.org

Our Owners



Bellin Health is an integrated healthcare delivery system based in Green Bay, Wisconsin, with more than 4,000 employees. It has served people in northeast Wisconsin and Michigan's upper peninsula since 1908. Bellin Health is known for its emphasis on preventive healthcare and is a leader in cardiac, orthopedics, and sports medicine, as well as digestive health, mental health, and primary care medicine. It is comprised of Bellin Hospital, Bellin Psychiatric Center, Bellin Oconto Hospital, 27 Bellin Health primary care physician clinics, and several retail health clinics known as Bellin Health FastCare.

Mail: 744 South Webster Avenue, PO Box 23400
Green Bay, Wisconsin 54305

Call: 920-433-3500

Visit: bellin.org



Gundersen Health System is a non-profit, comprehensive integrated healthcare network headquartered in La Crosse, Wisconsin. With 8,000 employees serving 21 counties in western Wisconsin, southeastern Minnesota, and northeast Iowa, including six hospitals and more than 60 clinic locations, Gundersen's purpose is to enhance the health and well-being of our communities and enrich every life we touch. Learn more about our excellence in patient care, education, research, and something we call Love + Medicine at gundersenhealth.org.

Mail: 1900 South Avenue
La Crosse, Wisconsin 54601

Call: 608-782-7300 or 800-362-9567

Visit: gundersenhealth.org



ProHealth Care has been the healthcare leader in Waukesha County and surrounding areas for more than a century, providing outstanding care across a full spectrum of services. The people of ProHealth Care strive to continuously improve the health and well-being of the community by combining skill, compassion, and innovation. The ProHealth family includes ProHealth Waukesha Memorial Hospital, ProHealth Oconomowoc Memorial Hospital, ProHealth Rehabilitation Hospital of Wisconsin, ProHealth Medical Group, and the UW Cancer Center at ProHealth Care, among many other services.

Mail: N17W24100 Riverwood Drive, Suite 130
Waukesha, Wisconsin 53188

Call: 262-928-3000

Visit: prohealthcare.org



ThedaCare has been committed to improving the health of the communities it serves in northeast and central Wisconsin for more than 110 years. The organization delivers care to a community of more than 600,000 residents in 14 counties and employs more than 7,000 healthcare professionals. ThedaCare has 180 locations including seven hospitals located in Appleton, Neenah, Berlin, New London, Shawano, Waupaca and Wild Rose. ThedaCare is the first in Wisconsin to be a Mayo Clinic Care Network Member, giving our specialists the ability to consult with Mayo Clinic experts on a patient's care. ThedaCare is a not-for-profit healthcare organization with a level II trauma center, comprehensive cancer treatment, stroke and cardiac programs as well as a foundation dedicated to community service.

Mail: PO Box 2759
Appleton, Wisconsin 54912

Call: 920-830-5990

Visit: thedacare.org

To The Reader

Since 2015, clinical and operational leaders from all six AboutHealth Owner systems have been sharing best practices to get better, faster, together. The synergy of combining the wisdom, experience, and successes of six great healthcare organizations allows us to accelerate our improvements. In fact, in 2018 the AboutHealth network outperformed the rest of the state on 24 of 26 publicly reported quality metrics!

Our clinical focus areas have been chosen deliberately to maximize the impact on the health of the populations we serve. We take a disciplined, consistent approach which has proven effective in improving quality of care and reducing cost. The projects that began several years ago, are now demonstrating remarkably better patient outcomes positively affecting the lives of the patients under our care.

This work is the product of hundreds of hours of effort by very talented people at Aspirus, Aurora, Bellin, Gundersen, ProHealth, and ThedaCare. The following pages are evidence of their compassion and expertise.

We are thrilled to share this value report with you.



Paul M. Reber, DO
Chief Medical Officer



Clinical Initiatives

- Opioid Use/Misuse
- Complex Care Management
- Surgical Site Infections

- Behavioral Health Access
- Post-Acute Care
- Antimicrobial Stewardship



- Diabetes Mellitus
- Total Knee Arthroplasty
- Advance Care Planning

- Sepsis
- Elective Low Back Surgery
- Coronary Heart Disease

Clinical Initiatives



DIABETES

Nearly one in four American adults is living with diabetes. It is the leading cause of blindness, kidney failure, and lower limb amputation in the United States.

Since spring of 2015, teams from each Owner system have been meeting regularly to share best practices and hold each other accountable for their implementation.

As a result, over 53,000 people with diabetes under our care are now optimally controlled. This incremental improvement has not only prevented heart attacks and strokes, but has also avoided over ***\$38 million of medical costs.***

ADVANCE CARE PLANNING

Most patients with serious illness report they would prefer to die at home. Yet, most die in the hospital.

Advance care planning allows patients to determine and communicate the care they want during all phases of their healthcare, and most importantly before critical decisions must be made. Having this in writing can also provide direction for the family and care team when patients are no longer able to make their own decisions.

Through our combined efforts more than 160,000 older adults have advance care documents in place.





TOTAL KNEE REPLACEMENT

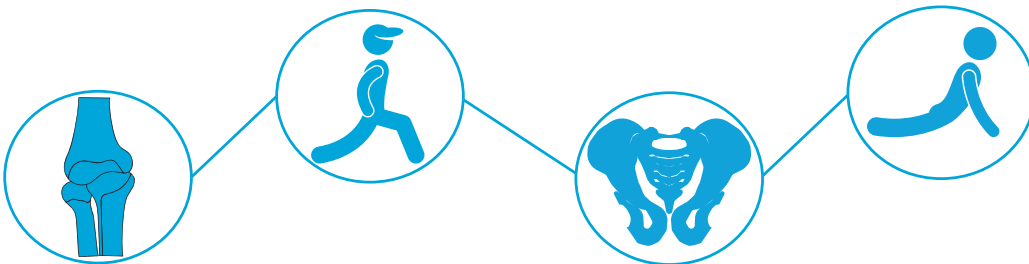
Over the next 12 years, the demand for total knee replacement is projected to increase by a staggering **673%.***

Since bringing over 70 orthopedic surgeons, nurses, physical therapists, quality and operational experts together to discuss and agree upon best practices, ***our six Owner systems have reduced post-operative complications by 49% and length of hospital stay by 39%, which is amongst the best in the country.***

*Kurtz S, Ong K, Lau E, Mowat F, Halpern M (2007) Projections of primary and revision hip and knee arthroplasty in the United States from 2005 to 2030, J Bone Joint Surg Am. 89(4): 780-5.

ELECTIVE LOW BACK SURGERY

Four out of five Americans suffer from low back pain at some point in their lives, and about 500,000 people have back surgery every year. Our Owners have been working since fall of 2016 to improve the outcomes for these patients. ***Collectively we have reduced the complications following back surgery by an impressive 67%!***



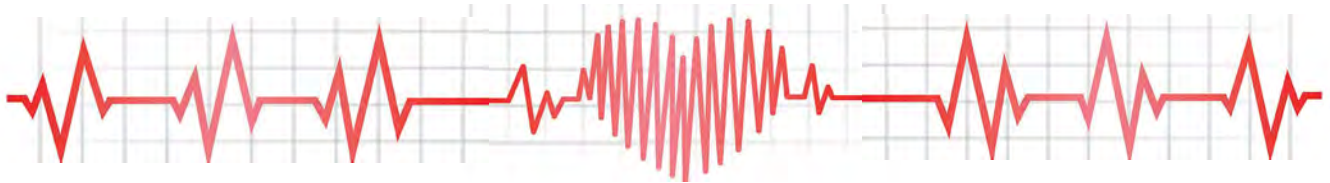
Clinical Initiatives



CORONARY HEART DISEASE

Heart disease is the leading cause of death in the United States in both men and women, accounting for **25%** of all deaths.

By focusing on more rapid intervention for heart attacks, strategies to shorten ICU stays following surgery, and increasing the usage of cardiac rehabilitation, **we have reduced the death rate following heart surgery by a remarkable 59%.**



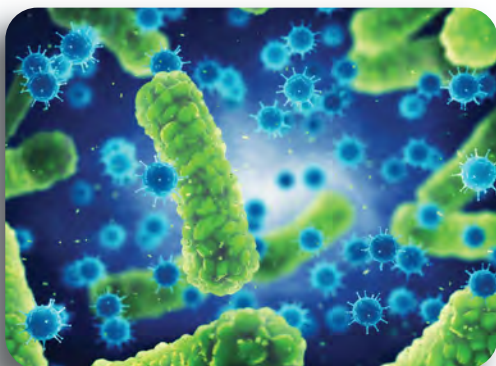
OPIOID USE/MISUSE

Opioid misuse is the major public health crisis of our age.

In 2014 there were 18,893 overdose deaths in the United States related to prescription pain relievers, and 10,574 overdose deaths related to heroin.

Since gathering experts from all six Owner systems to reduce opioid addiction and opioid deaths in the state of Wisconsin, **we have reduced the number of opioid prescriptions written by more than 200,000!**

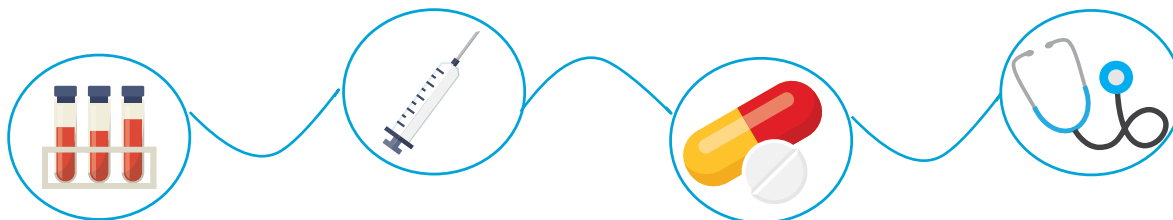




SURGICAL SITE INFECTIONS

According to the World Health Organization, in the United States, surgical site infections contribute to patients spending more than **400,000 extra days in hospital** at a cost of an additional \$10 billion per year.

To minimize this risk, operating room staff from all six Owners have worked together to implement the Center for Disease Control (CDC) guidelines and safeguards. ***As a result, we have seen a 36% drop in colon surgery infections.***



COMPLEX CARE MANAGEMENT

More than one in ten adults in the United States have five or more chronic health conditions. Taking proper care of all of these can be challenging.

All six AboutHealth Owner systems now have complex care managers who come alongside to provide personalized assistance and guidance.

Patients who partner with these professionals experience fewer hospitalizations and emergency room visits resulting in better quality of life and reduced health care costs.



Clinical Initiatives



BEHAVIORAL HEALTH INTEGRATION

An estimated 25-35% of people with chronic diseases suffer from behavioral conditions such as depression.

There is a national shortage of behavioral health providers, in fact the current mental health providers in Wisconsin can meet only 25% of the need.

To solve this, the Owners of AboutHealth have incorporated behavioral health professionals into our primary care teams. We are also beginning to share staff and other resources to better match capacity with demand. Additionally, we are recruiting collectively rather than competitively and leveraging telepsychiatry to reach the more remote parts of the state. These efforts have improved access and significantly reduced behavioral health appointment wait times.



POST-ACUTE CARE

Nearly eight million hospital stays, **22.3% of all hospitalizations**, result in a discharge to a post-acute care facility such as a skilled nursing home. Medicare spending on post-acute care is increasing faster than the growth of all other Medicare spending categories.

Our Owner systems partner with high performing home health agencies, skilled nursing facilities, and inpatient rehabilitation facilities to ensure that all patients are receiving the proper level of care following hospital discharge.

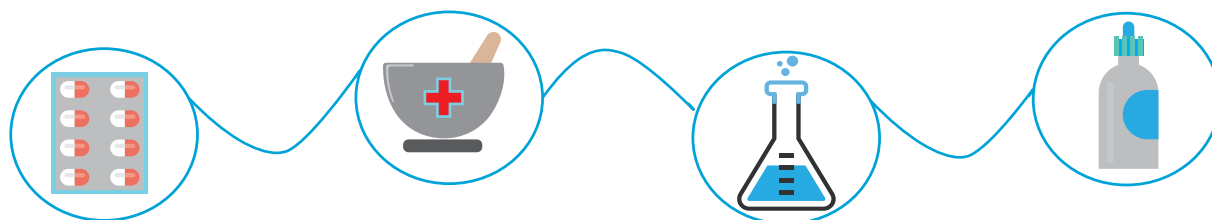




ANTIMICROBIAL STEWARDSHIP

Antimicrobials used inappropriately will result in unnecessary exposure to medications, persistent or progressive infection, emergence of resistant organisms, and increased costs. In the United States, antibiotic resistance causes **23,000+ deaths per year and >2.0 million illnesses**. It is estimated that **30-50%** of all antibiotics prescribed in the hospital are **unnecessary**.

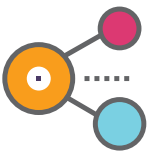
To address this, AboutHealth convened clinicians and staff from hospitals and clinics to share best practices and agree upon when, and when not to prescribe antibiotics.



Population Health

Collectively as AboutHealth, our six Owners share best practices to improve the health of our populations, our patients' experience, and the well-being of our care teams, while also reducing the cost of care. We use our combined experience to capitalize on those interventions proven to be effective. We are committed to being completely transparent and fully accountable.

Integral Components Include:



Data Sharing



Predictive Analytics



Care Models



Targeted Interventions



Patient Engagement



Provider Engagement



Outcomes Tracking



***We take the responsibility
of delivering the highest quality of care at the
most affordable cost very seriously.***

***We appreciate the trust placed in us by our patients, employers, and payer partners
throughout Wisconsin and the surrounding areas.***

Analytics

Since the advent of the electronic health record, healthcare has had access to a significant breadth and depth of rich data, but relative to industries such as manufacturing and finance, has remained information poor. In 2018, AboutHealth embarked on an analytics initiative to assemble and convert clinical and claims data into actionable information. Working in partnership with our Owners, AboutHealth then uses this comparative information in pursuit of our mission to improve clinical outcomes and reduce the cost of care.

Integral Components of AboutHealth's Analytics Include:

Medical expense management dashboards shed light on the drivers of cost and utilization

Drill down at the patient level will help to identify gaps in care and enable patient outreach

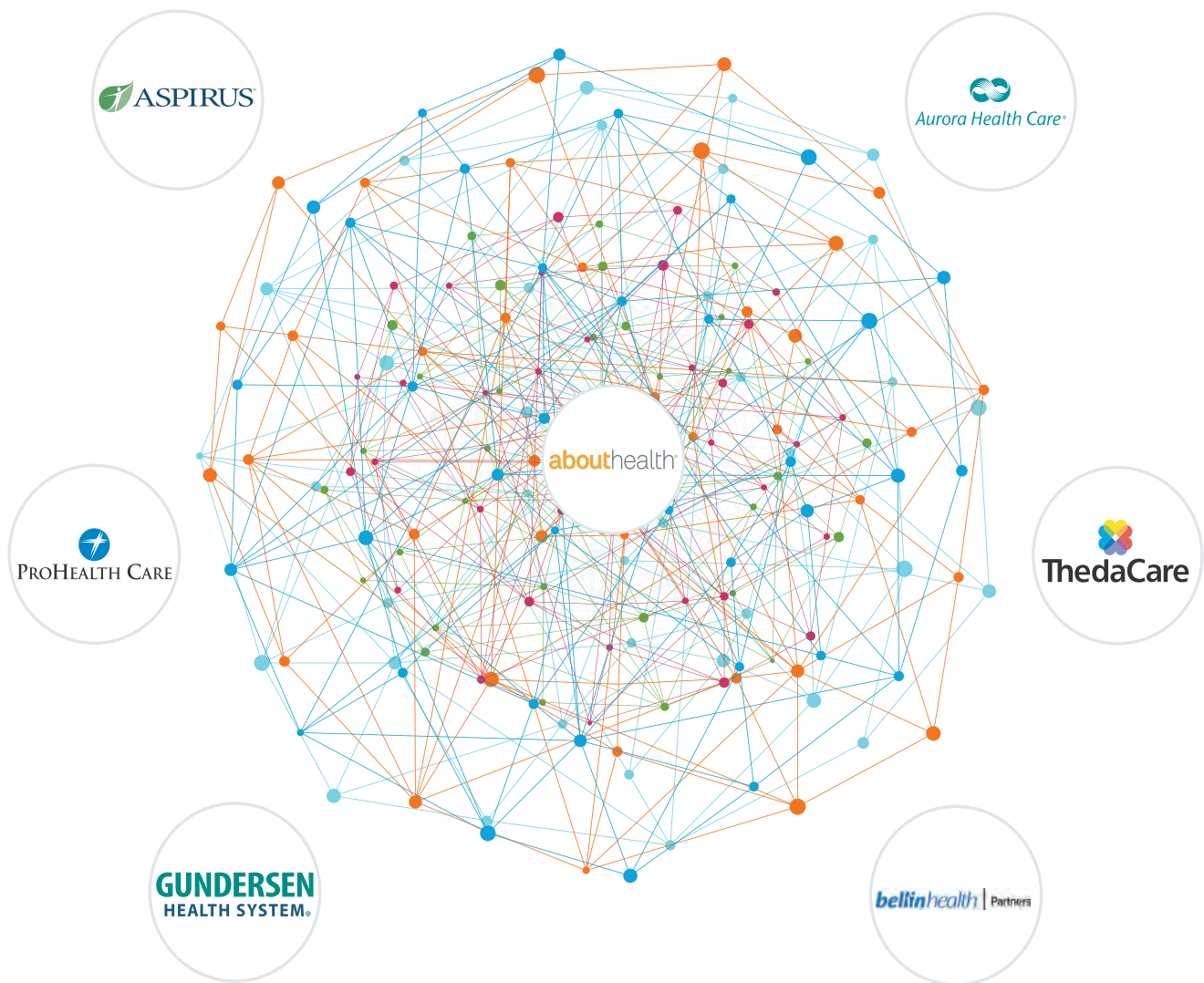
Direct data submission streamlines the reporting process and improves measure quality

Patient level detailed records will provide insights into drivers and contributors to clinical quality opportunities

The collection and integration of data from our Owners' electronic health records and our payer partners is no small task. Tremendous progress was achieved in 2018 with full implementation of the first two Owner systems with a third soon to follow. The availability of this comparative data has already begun to yield significant benefits. In addition to timely sourcing of quality and outcome measures for those systems that are live, work has also begun in other areas including utilization of emergency and urgent care services, pharmacy spending trends, and accessibility of behavioral health services. These comparisons have led to actionable discussions between our Owners and advanced our identification of interventions for meaningful change.

Implementation of the remaining AboutHealth Owners will continue into 2020. As each system goes live on the analytics platform, their data will become another point in the comparative analysis of key measures and outcomes. Additionally, value-added capabilities such as social determinants, risk and impactability scoring, utilization reporting, and in/out of network reporting present new information to our Owners to supplement their existing analytics environments.

Analytics Platform



Shared Services

AboutHealth Owners derive value in aggregating volume and spend to achieve larger scale and buying power. This benefit of scale is supplemental to each Owner's participation in a Group Purchasing Organization. Procuring capital, supplies, and services at reduced costs contributes to our Owners delivering top quality care at a more affordable cost.

The Shared Services committee is responsible for decreasing costs for AboutHealth as a whole and within individual Owner systems. This committee seeks to create savings opportunities for shared services to ultimately reduce the personal and community cost of healthcare.

AboutHealth serves in a centralized role to facilitate vendor negotiations while carefully balancing existing relationships, affiliations, and contracts. Key success factors are our ongoing ability to save Owners considerable money and Owner systems bringing forward common needs that can be negotiated collectively.

Key Initiatives in 2018



Bed Rental Service



C- Arm Equipment Purchases



Life and Disability Insurance Pooling



Nuclear Medicine Equipment Purchasing



Vital Source



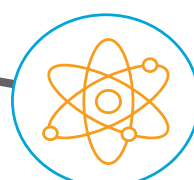
Finix AP Auditing Services



Mammography Equipment Purchases

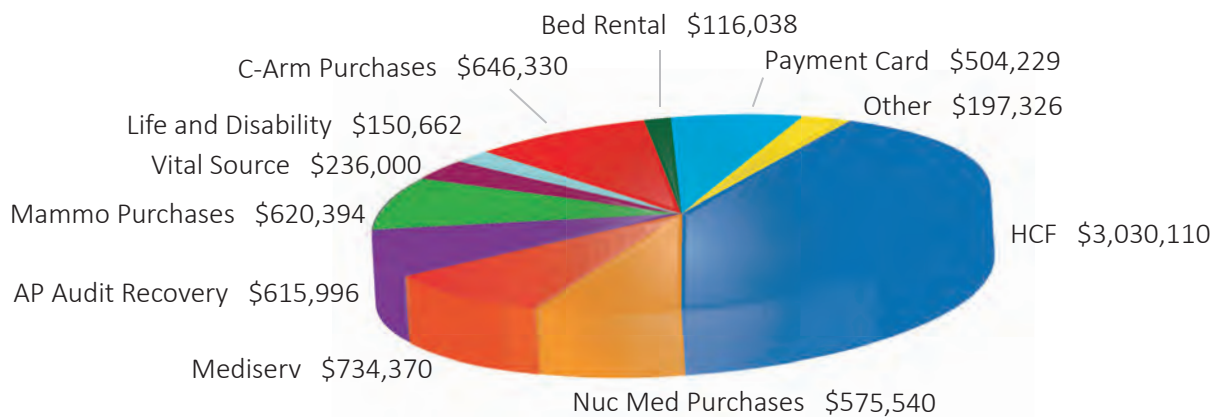


HealthCare Connect Fund



Overview

2018 Savings Generated - \$7,426,995

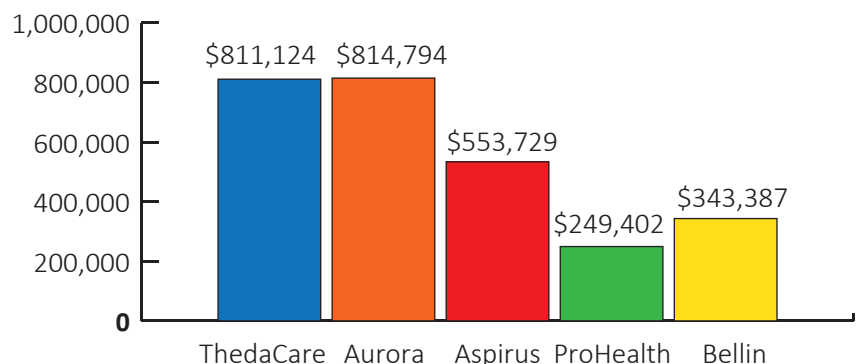


Highlights

2018 HCF Savings Generated - \$2,771,937

The demand for affordable access to a high-quality network for small or rural providers continues to grow and securing access at the bandwidth required to support electronic health records is not always available or affordable. The HealthCare Connect Fund (HCF) provides support for high-capacity broadband connectivity to eligible healthcare providers who receive a discount from the fund on all eligible telecommunication expenses.

AboutHealth formed a Healthcare Connect Fund consortium, enabling Owners to request reimbursement from the Fund. Realized savings support Owner system goals, such as reducing communication costs, upgrading to more advanced solutions, or installing new and improved technology.



Shared Services Auditing Service Initiative

Accounts Payable Cost Recovery

In 2018, several of the AboutHealth Owners engaged in a joint effort to assist in the identification and recovery of invoice payment errors and identification of process improvements to eliminate future errors. Utilizing a single recovery/audit service vendor for all their audit recovery efforts, resulted in lower engagement fees than each Owner would have paid individually for the same service.

The analysis/audit performed by the vendor within each Owner organization included:

- Interviews with staff in the purchasing and accounts payable departments.
- Review of the related procedures used in purchasing and accounts payable.
- Review of the paid vendor invoices as well as procurement and accounts payable data files, validating purchases and other related documentation for accuracy in:
 - ✓ Pricing
 - ✓ Contract compliance
 - ✓ Discount terms
 - ✓ Sales tax
 - ✓ Freight
 - ✓ Rebates
 - ✓ Erroneous/Duplicate payments to vendors
- Analysis of the payment procedures and processes for supply and service invoices to determine the effectiveness and reliability of those procedures in receiving proper payment.



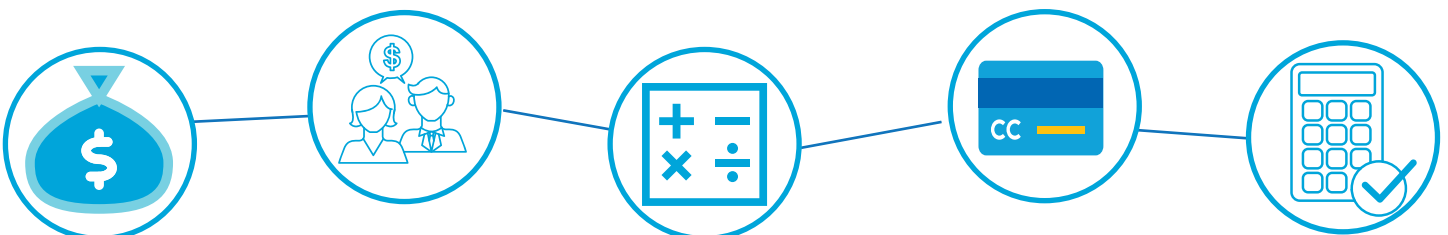
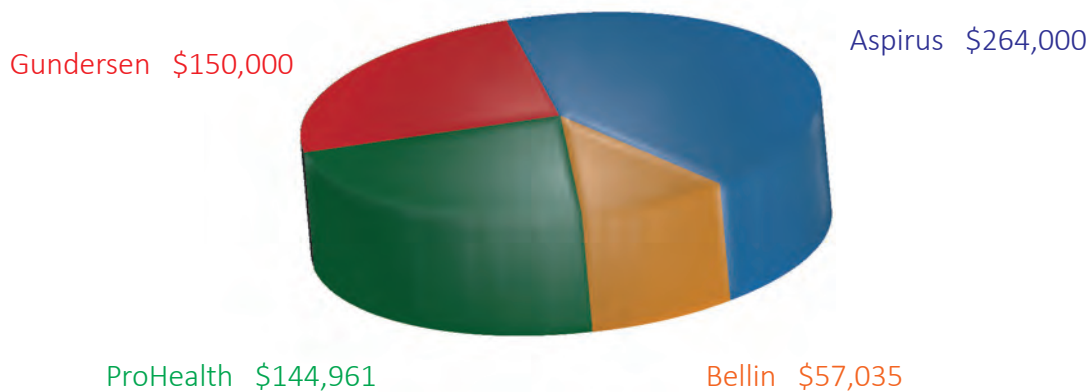


Total Accounts Payable Audit Recovery = \$615,996

The auditors reviewed all invoices for every vendor within the time period each Owner system requested. This review identified prompt payment discounts offered by vendors and not taken, duplicate payments made for the same invoice, and taxes or freight charged and paid that should have been exempt.

Potential payment error details were reviewed with each Owner to confirm their validity and obtain approval for the auditors to proceed with collection from the vendors. Once approved, the vendors were contacted to remit a check or credit memo for the payment error.

At the conclusion of the audit, a summary of results and a formal audit report were provided. The final report outlined areas of improvement identified, as well as specific recommendations to prevent these issues from occurring in the future.



2019 Focused Priorities

QUALITY AND EFFICIENCY COLLABORATIVES

Continue Current Efforts

- Diabetes
- Opioid Use/Misuse
- Surgical Site Infections
- Behavioral Health Access
- Medication Safety
- Anti-Microbial Stewardship

New Initiative

- Sepsis

Behavioral Health

- Virtual ED Coverage
- In-Patient Bed Flexing
- Co-Recruiting
- Investigate Central Call Center

POPULATION HEALTH AND MANAGED CARE

At Risk Employee/Dependents

- Continue Efforts to Reduce Pharmacy Cost Trend
- Identify Two Additional Opportunities Using Arcadia Analytics and Share Best Practices
- Refine the Pop Health Scorecard Using the Arcadia Tool

At Risk Medicare Beneficiaries

- Continue Nextgen Work Group
- Complete and Maintain Medicare Risk Playbook

All At Risk Populations

- Assume Oversight of the Complex Care Collaborative
- Assume Oversight of the Post-Acute Collaborative

Continue Serving as Oversight Committee for the Analytic Platform



MEMBER EXPENSE REDUCTION/SHARED SAVINGS

Through Collaboration in the Areas of Capital, Purchased Services, IT, and Other Areas, Achieve a Minimum of \$6 million in Routine Shared Savings

Develop Supply Chain Benchmarking and Supply Chain Discovery Process

Implement Lab and Clinical Equipment Repair and Maintenance (CERMS) Decisions

Investigate Cyber Insurance Opportunity

Investigate Opportunities in Employee Pharmacy Benefits Management (E-PBM)

Investigate Shared Opportunities in Supply Distribution

Begin discussions on GPO

INFORMATION TECHNOLOGY AND ANALYTICS

Complete Remaining Owner Implementations on Arcadia

Fully Support Quality and Population Health Measures

Assist Owners in Using the Tools Within Their Operations

INNOVATION

Work Together to Identify and Develop Potentially New Innovative and Value Added Services or Products, Which Will Position Us for Future Market Challenges in 2019 and Beyond



We are very proud of our 2018 results! Thanks to everyone involved.

Following our intent of “better, faster, together” we have achieved remarkable results in both Clinical Quality and Shared Savings. Our Population Health efforts continue to intensify and are beginning to show what is possible if organizations work together to improve the health of their employee/insured populations.

We started an Innovation committee this year. They are working to find innovative ways to enhance and improve the healthcare experience. We will have much more to share on their work in 2019 as they began in earnest developing a plan in late 2018.

This report illustrates the measurable, tangible results. There is intangible value that is immeasurable. The value driven through the relationships that are being created, the knowledge that is being shared, and the pride of ownership are powerful intangibles that we witness every day!

Thank you to everyone involved at all levels within our Owner organizations and to the AboutHealth Team. Your continued hard work has created these results and will lead us to even more success in 2019!



A handwritten signature of Keith Livingston in black ink. The signature is stylized and cursive.

Keith Livingston
President and CEO



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