Excellence
How we’re staying committed to our mission with a new identity

Innovation
How we’re helping both patients and providers

Integrity
How we’re following through and looking to the future

Stewardship
How we’re giving back and how you can too

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LETTER FROM OUR CEO

Keeping Our Commitments, Continuing Our Momentum

Fulcrum’s performance in 2016 is rooted in priorities and strategies aligned with our Mission, Vision, and Values. The actions we take and business decisions we make across every product line are guided by those words.

In 2016, thanks to the alignment of approximately 2,400 network providers, the strong leadership and excellent execution of initiatives by the Fulcrum staff, and ongoing support and leadership of the Board of Directors, we successfully completed many of our goals and took the necessary steps toward achieving our Vision of making Fulcrum the leader of high quality physical medicine networks.

In 2016, Fulcrum achieved solid results for patients, consumers and stakeholders by maintaining our focus on delivering our Mission, Vision, and Values.

– Tabatha Erck
The most significant achievement in 2016 was the rebranding of the organization. Effective July 1, 2016, Chiropractic Care of Minnesota, Inc. became Fulcrum Health, Inc. Over the last 30 years, we've worked to align with the needs of the ever-evolving health care industry. Our new name, Fulcrum, reflects that transformation and highlights our power to do more.

One of our key strategies is to accelerate the growth of our business. To that end, Jim Bradley has joined Fulcrum as the director of account services. He is responsible for the ongoing development of business goals, as well as managing client needs and the account services team. Jim's impressive career spans well over two decades in the health insurance industry, and his wealth of knowledge, experience, and leadership are already igniting positive actions.

Dr. Vivi-Ann Fischer, Fulcrum's chief clinical officer, was a finalist for the 2016 Women's Health Leadership TRUST's Innovative Leadership Award for her contributions in the development and launch of Fulcrum's CCoE program.
Making Excellence an Expectation

The ChiroCare Centers of Excellence (CCoE) program is not only steadily maturing and gaining recognition as a best practice in the industry, it has expanded and is now available to the full ChiroCare network. The respected CCoE designation recognizes clinics that use standardized clinical protocols and an integrated, collaborative approach in achieving positive outcomes and improved quality of life for patients.

Sharing Data to Continuously Improve Outcomes

The ongoing development of Fulcrum’s business intelligence reporting tools and data mining operations enable Fulcrum to help customers and network providers in delivering high-quality, patient-centered, affordable care. It also assists in ensuring we have the data and information needed for smooth operations and thoughtful strategic planning. Over 30 years of data is being mined to identify things like emerging trends, shifts in the marketplace, and opportunities to leverage physical medicine in ways that assure care is delivered in the right place, at the right time, to the right patients, for the right price.

Using NASHO Experiences to Support Fulcrum’s Initiatives

The strategic initiative of The National Association of Specialty Health Organizations (NASHO) is to fully integrate specialty health organizations into the health care reimbursement model, including every facet of the specialty health industry: Physical medicine, dental, vision, hearing, integrative care, and other ancillary service organizations. As chairman of the board of directors, I take pride in contributing to the programs and activities that support the business needs of members, while serving NASHO and Fulcrum, including:

- **Legislative Advocacy**
  Informing/educating the public policy/regulatory arena about specialty health business practices

- **Educational Marketing**
  Promoting specialty health through strategic communication outlets

- **Industry Innovation and Expertise**
  Developing specialty health best practices and guidelines

- **Business Development and Networking**
  Supporting professional growth of specialty healthcare professionals by hosting comprehensive educational programs and network opportunities
THANK YOU AND FAREWELL

I will be transitioning out of my role as Chief Executive Officer of Fulcrum in the late spring of 2017, at which time I will be moving to Austin, Texas with my family. It has been a privilege to help build Fulcrum into what it is today. I’m proud of all that has been accomplished, which wouldn’t have been possible without my world-class team, outstanding partnership with our customers, suppliers and network providers, and the leadership of the Board of Directors. I am confident the organization is on solid footing as a new leader joins the organization.

Because of our proven results and participation in regional and national associations and public policy, we have risen to a position of prominence and are considered a thought leader and subject matter expert in the area of physical medicine management. I wish all of our stakeholders well as they continue writing the Fulcrum success story.

Respectfully submitted,

Tabatha Erck
Chief Executive Officer
Fulcrum is a nonprofit organization whose top priority is providing its customers with products and services that improve the health of their members.

Fulcrum employs experienced subject matter experts who develop and manage evidence-based physical health network management products and services that range from claims payment and utilization management to the implementation of new care pathways designed to advance the health care system.
MISSION
To improve the quality of life of our communities by delivering high value health care networks and support services.

VISION
To be the leader in high quality physical medicine networks.
GUIDING PRINCIPLES

Excellence
We enable the highest level of care and service while maximizing outcomes, quality and cost-effectiveness.

Innovation
We are committed to sustained leadership in health care through innovation, creativity, continuous improvement, and lifelong learning.

Stewardship
We are responsible stewards of the resources we manage and make use of — with full transparency and collaboration.

Integrity
We are honest and responsible in conducting all aspects of our business. We adhere to the highest ethical standards and keep our promises.
**NETWORKS YOU CAN TRUST**

**ChiroCare** is an award-winning chiropractic network owned and operated by Fulcrum. It is a network leader focused on supporting quality, patient-centered care and has become a brand that symbolizes the standard of excellence among chiropractic practices.

**AcuNet** is a credentialed network of licensed acupuncturists in Minnesota. Developed in 2012, AcuNet provides a select network of the best acupuncture professionals for the benefit of regional health plans and their members.

- **2,400** Unique Providers
- **2,900** Clinics
- **1.4M** Eligible Members

Patient-Centered Quality Care to Nearly
As a nonprofit, our revenues are funneled directly into our programs, not delivered to shareholders. We are committed to developing our network providers through:

- Professional Development
- Peer-to-Peer Coaching
- Best Practice Education
- Patient-Centered Experience Support
OUR NEW BEGINNING
Repositioning for Growth and Success

Since the inception of our corporate entity over 30 years ago, we’ve grown and transformed to align with the needs of the ever-evolving health care industry. As a Minnesota-based nonprofit, our roots run deep in our legacy chiropractic product, ChiroCare.

However, our products and services go beyond chiropractic and we do business beyond Minnesota. With new business growth and opportunity on the horizon, we knew 2016 was the time to recharge our nonprofit with a new name and visual identity that accurately reflects our expanding capabilities and propels our organization forward.
Our name and look have changed, but our network brands (ChiroCare and AcuNet), corporate structure, Mission, Vision, and Values have not.

NEW NAME, SAME MISSION

Our new logo uses the letter "f" to represent the idea of a fulcrum. It symbolizes the intersection of physical medicine with traditional medicine, and embodies the concepts of inspiration, compassion, vigor, ambition, and balance.

Why Fulcrum?

A fulcrum is the support on which a lever pivots, enabling leverage. Used figuratively, it’s what allows a significant goal to be achieved. It suggests the power to do more.

A Symbolic New Logo

Our new logo uses the letter "f" to represent the idea of a fulcrum. It symbolizes the intersection of physical medicine with traditional medicine, and embodies the concepts of inspiration, compassion, vigor, ambition, and balance.
LEVERAGING PHYSICAL MEDICINE TO TRANSFORM HEALTH CARE

Our tagline expresses our vision of leading the health care industry away from a savings-per-transaction model into a new paradigm based on outcomes. As the industry strives to achieve the Triple Aim, we are helping doctors and insurers deliver on all three dimensions: cost, quality and satisfaction.

Because of our proven results and participation in regional and national associations and public policy, we have risen to a position of prominence and are considered thought leaders in the area of physical medicine management.
In partnership with Press Ganey, a third-party vendor that supports health care providers in understanding and improving the patient experience, we evaluate patients’ feedback using a quarterly Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CGCAHPS) survey. We then use these findings to drive improvement initiatives within the organization.

LISTENING, LEARNING AND MAKING IMPROVEMENTS

Our Informative Patient Experience Survey

In partnership with Press Ganey, a third-party vendor that supports health care providers in understanding and improving the patient experience, we evaluate patients’ feedback using a quarterly Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CGCAHPS) survey. We then use these findings to drive improvement initiatives within the organization.

Our network and nationally, this tool also enables us to compare our network patient satisfaction ratings with regional and national providers, including medical doctors, hospitals, health care systems, and health plans, among others.
SURVEY RESPONDENTS

Responses

3,620

Female

71%

Male

29%

Age Distribution

18-34  13%

35-49  23%

50-64  40%

65-79  19%

80+    5%
SURVEY RESULTS

You were able to get an appointment for urgent care as soon as it was needed:
- 78% of our respondents
- 64% nationally

The provider gave you easy-to-understand instruction:
- 96% of our respondents
- 92% nationally

You would definitely recommend the provider’s office to family and friends:
- 96% of our respondents
- 91% nationally

The office staff or receptionists treated you with courtesy and respect:
- 97% of our respondents
- 94% nationally

You were able to get an appointment for routine care as soon as it was needed:
- 85% of our respondents
- 70% nationally

You were treated with respect during your most recent visit:
- 98% of our respondents
- 95% nationally

You would rank your provider at either a 9 or 10 out of 10:
- 88% of our respondents
- 86% nationally

You saw the provider within 15 minutes of your appointment time:
- 98% of our respondents
- 83% nationally
Communication is the key to understanding and Fulcrum is continually interacting with our network providers to gain insight into their experiences with our organization. By offering a yearly satisfaction survey, we are able to identify our strengths as well as areas for improvement. In fact, many of the quality improvements we’ve achieved in previous years initially came as recommendations from our providers.

**PROVIDER SATISFACTION SURVEY RESULTS**

**2016 Key Survey Findings**

*Response rate* of the paper survey remains high for second year in a row (26% for full network), indicating providers prefer paper over electronic surveys.

*Overall provider satisfaction* with the ChiroCare network remains high, with over 90% indicating Fulcrum is “much better,” “somewhat better,” or “about the same” as compared to other plans the provider works with.

*Strengths continue* to be in professional development, online education, and availability of useful clinical information on ChiroCare’s public and secure provider websites.

*Based on feedback*, Fulcrum will focus its 2017 quality improvement initiatives on its new online credentialing program and ongoing provider communication.
HELPING PROVIDERS BUILD SKILLS AND KNOWLEDGE

Lifelong Learning and Network Development

We’re proud of the educational and professional growth opportunities we provide our network providers. Lectures, online training videos, step-by-step guides and other electronic resources help providers continue to build their skills and knowledge of industry best practices.
We’re continuously working to empower our network providers and promote tools and resources that lead to better outcomes and clinical experiences.

As the Centers for Medicare and Medicaid Services (CMS) geared up in 2016 to expand its auditing of documentation and recordkeeping of chiropractic clinics, Fulcrum developed a provider education campaign focused on recordkeeping and documentation best practices, with an emphasis on audit preparations. In collaboration with Dr. Evan Gwilliam, vice president of ChiroCode Institute, we executed three in-person seminars at different locations throughout Minnesota and Wisconsin.

View our training seminars and other educational resources at ChiroCare.com
ENHANCING PATIENT SAFETY

Information for a Better Patient Experience

In 2016, we continued our network education campaign by focusing on patient safety and infection prevention. Our campaign included resources such as newsletter articles, electronic training materials, handouts at in-person events, clinic evaluations, and product samples. By taking these steps, we hope to further enhance the patient experience and patient safety at our network clinics.
Phase two began in early 2016 when we developed educational training guides based on the findings from the clinic evaluations. The guides helped providers overcome barriers and learn about clinical recommendations and best practices in order to improve the safety of their clinics. Topics covered included surface disinfection, hand washing, skin infections, and blood-draw practices. Guides and supply kits were distributed to the participating clinics.

As a follow-up to our educational outreach, we will be working with CLIPS in 2017 to set up re-visit evaluations of the same 30 clinics and share results with our network providers. The education packets will be posted to our website and offer a tool for staff review and new hire training. Together, our efforts will keep even more patients safe and free from harm.
Recognizing Top Performing Clinics

Developed in 2014, the ChiroCare Centers of Excellence (CCoE) program recognizes clinics’ value-based care and celebrates their commitment to using an integrated and collaborative approach in achieving the best outcomes and quality of life for their patients. Clinics who receive this designation have demonstrated and proven they follow the CCoE Attributes of Excellence and have a supporting infrastructure in place to ensure patients receive consistent, high-quality care.

Upon the launch of this program, applications were accepted by invitation only. However, over the course of the last year, Fulcrum staff has developed educational resources, including an electronic self-assessment tool, to educate network providers on the program criteria and Attributes of Excellence needed for acceptance into this elite program. We are pleased to announce that in 2016 the program was expanded and opened to the entire ChiroCare network.

Find a complete list of CCoE clinics at: ChiroCare.com
Fulcrum has launched a project called ChiroFirst that evaluates a comprehensive, conservative care pathway for adults with acute and sub-acute low back pain. This project places a doctor of chiropractic as the standard point of entry and utilizes the ChiroCare Centers of Excellence (CCoE) clinics to collect data in support of the Triple Aim (cost, quality outcomes, and patient satisfaction).

Fulcrum is collaborating with MN Community Measurement, a pioneer in health care reporting, to capture clinics’ outcomes data. This partnership will authenticate the validity of ChiroFirst’s research findings and offer stepping stones in demonstrating which care treatments yield the best results for patients.

The project is scheduled to wrap up in mid-2017, and a report outlining the impact and value of the project’s findings will be released in early 2018.
## FINANCIAL OVERVIEW

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>2,013,147</td>
<td>1,949,938</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>833,102</td>
<td>875,618</td>
</tr>
<tr>
<td>Prepaid Expense</td>
<td>79,361</td>
<td>157,685</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>2,925,610</strong></td>
<td><strong>2,983,241</strong></td>
</tr>
<tr>
<td>Fixed Assets (Net)</td>
<td>59,515</td>
<td>73,100</td>
</tr>
<tr>
<td>Investments</td>
<td>5,312,415</td>
<td>4,973,627</td>
</tr>
<tr>
<td>Other Assets</td>
<td>647,800</td>
<td>679,800</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>8,945,340</strong></td>
<td><strong>8,709,768</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>218,195</td>
<td>23,684</td>
</tr>
<tr>
<td>Claims Payable</td>
<td>1,842,136</td>
<td>1,999,196</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>393,668</td>
<td>262,751</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>2,453,999</strong></td>
<td><strong>2,285,631</strong></td>
</tr>
<tr>
<td>Net Assets</td>
<td>6,491,341</td>
<td>6,424,137</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>8,945,340</strong></td>
<td><strong>8,709,768</strong></td>
</tr>
</tbody>
</table>

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Fees</td>
<td>20,502,499</td>
<td>25,916,496</td>
</tr>
<tr>
<td>Interest/Other Income</td>
<td>208,203</td>
<td>104,871</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>20,710,702</strong></td>
<td><strong>25,811,625</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Expense</td>
<td>15,040,192</td>
<td>20,189,761</td>
</tr>
<tr>
<td>Education, Quality and Promotion</td>
<td>150,795</td>
<td>228,658</td>
</tr>
<tr>
<td>Operational Services</td>
<td>2,362,110</td>
<td>2,705,636</td>
</tr>
<tr>
<td>Administrative and Other</td>
<td>3,142,111</td>
<td>2,577,728</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>3,406</td>
<td>24,163</td>
</tr>
<tr>
<td><strong>Total Direct Expense</strong></td>
<td><strong>20,698,614</strong></td>
<td><strong>25,725,946</strong></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>12,088</strong></td>
<td><strong>85,679</strong></td>
</tr>
</tbody>
</table>
OPERATIONAL HIGHLIGHTS

ChiroCare Network Growth
(numbers are approximate)

<table>
<thead>
<tr>
<th>Year</th>
<th>Unique Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,600</td>
</tr>
<tr>
<td>2013</td>
<td>1,650</td>
</tr>
<tr>
<td>2014</td>
<td>2,200</td>
</tr>
<tr>
<td>2015</td>
<td>2,300</td>
</tr>
<tr>
<td>2016</td>
<td>2,400</td>
</tr>
</tbody>
</table>

Network Geography (2016 Year End)

- Minnesota: 58%
- South Dakota: 4%
- North Dakota: 4%
- Wisconsin: 29%
- Nebraska: 1%
- Iowa: 4%
### OPERATIONAL HIGHLIGHTS CONT.

**Patients Treated by Chiropractors in the ChiroCare Network**

(5-Year Trend)

<table>
<thead>
<tr>
<th>Year</th>
<th>Patients</th>
<th>Access Rate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>99,000</td>
<td>7.8%</td>
</tr>
<tr>
<td>2013</td>
<td>101,000</td>
<td>8.0%</td>
</tr>
<tr>
<td>2014</td>
<td>127,000</td>
<td>8.2%</td>
</tr>
<tr>
<td>2015</td>
<td>139,000</td>
<td>8.3%</td>
</tr>
<tr>
<td>2016</td>
<td>132,300</td>
<td>9.6%</td>
</tr>
</tbody>
</table>

*Access rate is the number of eligible members who access their chiropractic benefit.*
LEADERSHIP TEAM

Great organizations offer a culture that embodies their brand, where stakeholders see the company’s true value and feel inspired to be a part of the journey. Our leadership team is dedicated to delivering innovation and excellence that guides and propels our nonprofit forward.

BOARD OF DIRECTORS

As a nonprofit organization, we are governed by our Bylaws and strategically led by our Board of Directors. This is the team that guides our mission.

MARK DEHEN, D.C. Chair of the Board
MOLLY MAGNANI, D.C. Vice Chair of the Board
MARK BORTNEM, Treasurer
PETER W. VRIEZE, D.C. Board Secretary
TABATHA ERCK, MPH Chief Executive Officer
LEO BRONSTON, D.C.
SCOTT GILTNER
STEVE JOBE, D.C.
VOLUNTEER REPORT

We are proud of our organization’s commitment to corporate philanthropy and the determination of our staff members to help those in need. Our quarterly volunteer projects were a success and we’re pleased that these efforts made a positive difference for children, families, and individuals, as well as public spaces in our community.

Q1 – Donations to Crisis Nursery

Fulcrum staff members purchased housewares, clothing, and other items off of the Wish List to donate to Greater Minneapolis Crisis Nursery. The mission of the Crisis Nursery is to end child abuse and neglect and create strong, healthy families.

Q2 – Environmental Restoration

Minnesota is home to some of the most beautiful parks and outdoor spaces. With our corporate headquarters just a few miles away from Central Park Muriel Sahlin Arboretum, Fulcrum staff volunteered to beautify the landscape by mulching, weeding, and caring for native plants.
Q3 – Food for Minneapolis Homeless Community

On any given night, there are an estimated 7,000 homeless people in the Twin Cities Metropolitan area. Fulcrum teamed up with Minneapolis Recreation Development (MRD) to purchase ingredients and prepare hundreds of sandwiches for the homeless.

Enabled by the support of donors, Founder Allan Law drives throughout the Twin Cities from 9 p.m. to 10 a.m. every night, serving people in urgent need in homeless shelters and on the street. Making as many as 50 stops a night, he distributes donated sandwiches, basic necessities, and encouragement to the homeless from the back of the MRD minivan.

Q4 – Blankets for Pediatric Surgery Patients

Surgery patients come out of their procedures seeking warmth and comfort. By making and donating 18 handmade fleece tie blankets to Children’s Hospital in St. Paul, we are making a difference in keeping patients comfortable as they recover from surgery.
YOU CAN MAKE AN IMPACT

At Fulcrum, we work to deliver high-value health care networks and support services that improve the quality of life within our communities.

Together, we’re unlocking opportunities to change the course of how we treat millions of Americans who are living with neck and back pain. As a stakeholder, your involvement is an integral part of our organization’s success.
Participate in our continuing education programs, committees and activities

Check out the “For Providers and Staff” tab on ChiroCare.com

Complete our annual provider satisfaction survey to help us identify areas of improvement, growth, and opportunity

If You’re a Provider

If You’re a Customer
Engage us in a dialogue
Visit FulcrumHealthInc.org

If You’re a Patient
Select a health plan that offers the ChiroCare network
Click on “For Patients” on ChiroCare.com

If You’re a Provider

HERE'S HOW YOU CAN HELP
MESSAGE FROM OUR CHAIR OF THE BOARD

Health care seems to be changing by the minute and is in a state of constant flux. There are new innovative models being developed and implemented with regards to purchasing insurance, approaches to care delivery, payment and reimbursement, mobile and digital health tools, and that’s just the tip of the iceberg. Fulcrum is well-positioned to flourish in this new environment of value-based health care because of our commitment to the Triple Aim: better outcomes, lower costs, and high patient satisfaction.

Combining our state-of-the-art systems with an ongoing commitment to collaborate with our stakeholders, we are contributing to making the health care marketplace one that works better for all. It starts with putting the patient at the center of everything we do, ensuring our network providers are fully credentialed, and continuing to develop and implement programs to provide care based on best practices. By focusing on the Triple Aim, Fulcrum is walking the talk of its Mission, Vision, and Values!
Recognizing Excellence
I am pleased to report that, under Tabatha’s leadership, Fulcrum has delivered on several significant achievements, including:

**Acquiring** ChiroCare of Wisconsin

**Rebranding** the organization

**Recording** high levels of service to customers and stakeholders

**Shepherding** new product and service launches

**Building** a world-class team

**Leading** many initiatives designed to improve quality, while reducing costs and providing a high level of patient satisfaction, including earning a Press Ganey patient satisfaction award!

**Raising** the organization’s national profile and reputation for thought leadership, including chairing the NASHO (National Association of Specialty Health) board of directors
We wish Tabatha and her family all the best as they transition to their new life in Texas!

Fulcrum has never been more strongly positioned for the future, thanks in large part to Tabatha’s outstanding and tireless efforts. We are grateful for her dedication, passion, enthusiasm and inspiration. There’s no doubt she will be greatly missed by the staff, the board of directors, providers, and partners.
Forging Ahead with New Leadership

With the departure of our CEO, Tabatha Erck, we conducted a national search for a replacement who will ensure a seamless transition and lead with distinction to ensure our plans to expand and transition into the physical medicine space are carried out effectively. We are very pleased to welcome Patricia Dennis as Fulcrum’s new CEO.

Following Through on Our Strategic Plan

In 2017 and beyond, we will continue expanding our depth and breadth of networks, products, and services. We are expecting to successfully complete the ChiroFirst study and will continue to increase the levels of successful participation in our ChiroCare Centers of Excellence program. Additionally, we will continue mining data to identify new opportunities to innovate and engage with clients, patients, providers, and others.

I would like to thank the Fulcrum staff and Board of Directors for their service and perseverance, and I look forward to another successful year.

Respectfully submitted,

Dr. Mark D. Dehen, D.C. FICC
Fulcrum Board Chair
LOOKING AHEAD

Key 2017 Initiatives

**Continuing to grow** our business, including adding new customers and new products to our portfolio.

**Continuing to drive** toward the Triple Aim in collaboration with network providers and the payer community with the goal of putting the patient at the center of all we do.

**Expanding our products and service areas, including** occupational, physical, speech, and massage therapy in Illinois and Missouri.

**Publishing** our patient satisfaction and patient safety white papers.

**Mining data** from ChiroFirst to share what we learn, so others can benefit from patient-centered, conservative care models focused on providing quality care.
THANK YOU

For more information, please visit fulcrumhealthinc.com