DRIVING TRANSFORMATIVE CHANGE.

2014 ANNUAL REPORT
Chiropractic Care of Minnesota, Inc. (CCMI) is a nonprofit organization whose top priority is providing its customers with products and services that improve the health of their members and employees. CCMI employs experienced subject matter experts who develop and manage value-based physical health network management products and services. These range from claims payment and utilization management to the development and implementation of new care pathways designed to advance the health care system and achieve the Triple AIM goals of optimized outcomes, cost and patient satisfaction.

Thirty years ago, CCMI developed ChiroCare, the Upper Midwest’s largest independent network of chiropractors, and maintains its management today. The ChiroCare network includes more than 2,200 contracted providers and makes patient-centered care available to more than 1.5 million of CCMI’s health plan customers’ members. The ChiroCare brand has come to symbolize the standard of excellence among chiropractic practices and has been selected as the chiropractic network of choice for HealthPartners/Cigna, UCare and Gundersen Health System.
Another product offered by CCMI, AcuNet is a credentialed network of licensed acupuncturists serving the Upper Midwest states of Minnesota, Wisconsin, North Dakota, South Dakota and Iowa. AcuNet provides a select network of the best acupuncture professionals for the benefit of regional health plans and their members.
A Message
From the CEO

Last year was a great year at CCMI. We delivered financial results that will enable us to make investments supporting our mission, vision and values, completed our merger with Chiropractic Care of Wisconsin, Inc. (CCWI) and followed through on a number of strategic business initiatives that position us well for the future.

EXPANDING OUR FOOTPRINT AND PRODUCT PORTFOLIO

The merger, completed in September, creates exciting opportunities for all of our stakeholders. By leveraging the strengths of each organization, we are expanding and accelerating the development and implementation of new services, while continuing to provide exceptional service through improved efficiencies and lower administrative costs. With the merger, our network now consists of over 2,200 providers who serve over 1.5 million members in Minnesota, Wisconsin, North Dakota, South Dakota, Iowa and Nebraska.

COLLABORATING TO ENSURE EXCELLENCE

CCMI convened the “National Task Force on Spine Care,” comprised of medical doctors, doctors of chiropractic, physical therapists, other medical professional and thought leaders. The recommendations were used to design our ChiroCare Centers of Excellence Program (CCoE). CCoE consists exclusively of clinics that demonstrate the use of standardized clinical protocols and an integrated, collaborative approach to achieving positive outcomes, lower cost of care
and improved quality of life for patients. In 2014, we launched a rigorous CCoE application and assessment process, ultimately awarding this prestigious designation to 32 clinics consisting of 68 doctors. These clinics will serve as a model nationwide and are now being used to create a new care pathway designed to produce the best possible results by applying consistent conservative care principles and practices. The full list of our ChiroCare Centers of Excellence can be found on our website (chirocare.com).

**IMPROVING THE PATIENT EXPERIENCE**

Job one at CCMI is to coordinate high-quality patient care through clinical effectiveness and efficiency, ultimately serving to improve patient quality of life. This is why we regularly conduct market research to assess their needs. In December, we completed a study to better gauge consumer understanding, appetite and commitment levels toward conservative care treatment for neck and back pain. We discovered, for example, that nearly 73 percent of respondents with neck and back pain said if they could start treatment over again, they would choose the least invasive treatment first, rather than resorting to pills or surgery. This certainly affirms our commitment to promoting and supporting the conservative care movement.

We also work closely with all of our network providers to help them continuously improve their practices. Patient satisfaction is vital to the health care industry and engaging patients about their experiences is an integral step in enhancing quality of care. To evaluate patient satisfaction, we use the Consumer Assessment of Healthcare Providers and Systems survey, also known as CAHPS. Using CAHPS results, in part, to focus our efforts, we have been providing assistance and education in the areas of improving document coding; adhering to recommended hand washing protocols; assuring safe, clean patient environments; becoming Active Care Certified; and understanding the importance of the Triple AIM.

Also of great importance in 2014 was ensuring network providers had the tools they need to implement Electronic Health Records and are prepared for the transition to ICD-10 on October 1, 2015.

**LOOKING AHEAD**

We will be continuing to enhance our leadership position in 2015 by growing our business, further developing our physical medicine product portfolio, expanding our acupuncture network and completing our assessment of a conservative care model for adult low back pain.

It is an honor to collaborate with patients, providers, carriers and payors as we work together to improve outcomes, reduce costs and improve patient satisfaction. We are deeply committed to improving the quality of life in our communities by delivering high-value health care networks and support services.

Respectfully submitted,

[Signature]

Tabatha Erck
Chief Executive Officer
In September, CCMI merged with CCWI, combining the two nonprofits into one organization. Between August and December, CCMI's staff nearly doubled. CCMI's Leadership Team of five — when combined — has over 100 years professional experience in the health care industry. As a nonprofit, CCMI gives back over 80 percent of its revenue to its networks, the health care industry and community by investing in quality improvement initiatives. Tabatha Erck, CCMI’s CEO, received the Most Influential in Specialty Health Award from the National Association of Specialty Health Organizations (NASHO) and was named chair of NASHO, with her two-year term beginning in May 2015.

Visitors at our Shoreview corporate office are often greeted by beloved office pooch, Phoenix. Financial Manager, Karen Larsen, trains service dogs and brings her trainee to work with her most days. Staff members are eager to make a difference in the community by participating in quarterly volunteer projects (see page 24 for more details). CCMI sponsored and executed over 14 educational presentations and workshops for providers throughout 2014. CCMI's staff is comprised of 83 percent women and 17 percent men. On average, each practitioner provided over 330 chiropractic treatments on behalf of members of ChiroCare’s health plans.

Our website, chirocare.com, received approximately 94,000 hits and the average session lasted over one minute and 30 seconds. ChiroCare practitioners served over 127,000 patients who were part of plans managed by ChiroCare customers in 2014.

CHIROCARE NETWORK GEOGRAPHY

![ChiroCare Network Geography Chart]

Although statistically insignificant, the ChiroCare network includes a small amount of practitioners located in Iowa, Nebraska and Michigan.
### CHIROCARE PRACTITIONER NETWORK

<table>
<thead>
<tr>
<th>Year</th>
<th>Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1,450</td>
</tr>
<tr>
<td>2011</td>
<td>1,525</td>
</tr>
<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>
</tbody>
</table>

The merger with CCWI in September contributed to a significant increase in our practitioner numbers to approximately 2,200 in 2014.

### DURING 2014, CHIROCARE PROFESSIONALS DELIVERED SERVICE TO PROVIDERS

- **Processed 700,000 claims**
- **Answered the phone within 30 seconds over 88% of the time**
- **Handled over 24,000 phone inquiries**
- **Credentialed 950 new or existing providers**

### PATIENTS TREATED BY CHIROPRACTORS IN THE CHIROCARE NETWORK

<table>
<thead>
<tr>
<th>Year</th>
<th>Providers</th>
<th>Patient Access Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>84,000</td>
<td>7.3%</td>
</tr>
<tr>
<td>2011</td>
<td>91,000</td>
<td>7.6%</td>
</tr>
<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>
</tbody>
</table>

### ACUNET

CCMI continues to offer AcuNet, a credentialed network of licensed acupuncturists serving the Upper Midwest states of Minnesota, Wisconsin, North Dakota, South Dakota and Iowa. Since its inception in 2013, AcuNet has retained 100 percent of its acupuncture professionals.
# 2014 Financial Overview

## Assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$3,885,669</td>
<td>$7,547,822</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>1,388,808</td>
<td>1,325,000</td>
</tr>
<tr>
<td>Prepaid Expense</td>
<td>163,258</td>
<td>129,099</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$5,437,735</strong></td>
<td><strong>$9,001,921</strong></td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>49,283</td>
<td>33,736</td>
</tr>
<tr>
<td>Investments</td>
<td>5,106,720</td>
<td>——</td>
</tr>
<tr>
<td>Other Assets</td>
<td>702,300</td>
<td>602,600</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$11,296,038</strong></td>
<td><strong>$9,638,257</strong></td>
</tr>
</tbody>
</table>

## Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$374,329</td>
<td>$287,275</td>
</tr>
<tr>
<td>Claims Payable</td>
<td>4,509,540</td>
<td>3,502,542</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>33,700</td>
<td>24,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$4,917,569</strong></td>
<td><strong>$3,813,817</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td><strong>$6,378,469</strong></td>
<td><strong>$5,824,440</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$11,296,038</strong></td>
<td><strong>$9,638,257</strong></td>
</tr>
</tbody>
</table>

## Revenue

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Fees</td>
<td>$24,345,722</td>
<td>$20,806,524</td>
</tr>
<tr>
<td>Interest/Other Income</td>
<td>(29,691)</td>
<td>4,574</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$24,316,031</strong></td>
<td><strong>$20,811,098</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Expense</td>
<td>$19,232,497</td>
<td>$16,230,063</td>
</tr>
<tr>
<td>Education, Quality and Promotion</td>
<td>372,112</td>
<td>415,158</td>
</tr>
<tr>
<td>Operational Services</td>
<td>2,572,882</td>
<td>2,241,023</td>
</tr>
<tr>
<td>Administrative and Other</td>
<td>2,065,264</td>
<td>1,895,404</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>25,218</td>
<td>11,644</td>
</tr>
<tr>
<td><strong>Total Direct Expense</strong></td>
<td><strong>$24,267,973</strong></td>
<td><strong>$20,793,292</strong></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>$48,058</strong></td>
<td><strong>$17,806</strong></td>
</tr>
<tr>
<td>CCWI net assets acquired</td>
<td>430,167</td>
<td>——</td>
</tr>
<tr>
<td><strong>Increase in Net Assets</strong></td>
<td><strong>$478,225</strong></td>
<td><strong>$17,806</strong></td>
</tr>
</tbody>
</table>
Expanding Our Footprint to Better Serve the Community

CCMI Merges With CCWI

On September 1, 2014, Chiropractic Care of Minnesota, Inc. (CCMI) completed its merger with ChiroCare of Wisconsin, Inc. (CCWI), bringing together two nonprofit organizations to better meet the chiropractic needs of the communities each serves. Conceived on parallel values, these organizations’ chiropractic products were designed to ensure patients receive evidence-based, best-practice care that results in positive patient and clinical outcomes.

Joining forces has enlarged CCMI’s footprint, allowing us to deliver a broader and stronger provider network to our customers and their members. The merger has also expanded CCMI’s clinical team and strengthened our leadership bench, improved our operations, provided greater access to resources and created exciting opportunities for all of our stakeholders. By leveraging the strengths of each organization, we are expanding and accelerating the development and implementation of new products, while providing exceptional service through improved efficiencies and lower administrative costs.
This strategic combination creates an exciting opportunity for our company, for our customers and stakeholders. We believe that leveraging the strengths of each organization will yield many synergies and benefits in the years ahead.

– Tabatha Erck, CEO of CCMI

TOGETHER WE CAN DO MORE

The newly combined organization offers a chiropractic network of over 2,200 providers and serves over 1.5 million members. Our corporate headquarters continues to be located in Shoreview, Minnesota, with an additional office in Brookfield, Wisconsin. Both organizations have a reputation for maintaining a commitment to community, delivering high-value health care networks and support services, and driving innovative network management products and services for the future.
Continuous Quality Improvement to Meet Evolving Needs

As expectations of providers, patients and customers grow day by day, it is important CCMI continually improve the quality of the products and services we offer. High standards do not just happen by chance — they evolve over time as a result of experience, application of lessons learned and commitment to evolution. We are committed to improving our processes by engaging in continual quality improvement activities. Below are some tools we use to ensure our networks and support services are of the highest quality.

**PATIENT SATISFACTION**

A positive patient experience is vital to the health care industry, and engaging patients about their experiences is an integral step to enhancing quality. In order to capture patients’ constructive feedback, CCMI adopted a certified, standardized patient-focused survey, called Consumer Assessment of Healthcare Providers and Systems — also known as CAHPS.

In collaboration with Press Ganey, a third-party entity that supports health care providers in understanding and improving the patient experience, CCMI surveys a sampling of patients each quarter. This valuable tool allows us to compare ChiroCare patient experiences against national and regional data, and gives us the ability to identify where chiropractic and the ChiroCare network excel, as well as areas where the patient experience can be improved.

**Demographics**

**Response Rate**

- **31.4%**

**Responses by gender:**

- **Male** 31.6%
- **Female** 68.4%

**Age Distribution:**

- **18-24** 12%
- **35-49** 21%
- **50-64** 33%
- **65-79** 28%
- **80+** 6%
Since CCMI’s initial CAHPS assessment in 2013, feedback has been very positive. We have, however, identified a few areas for improvement, including perception of hand hygiene and complete medical histories. CCMI is executing a quality improvement program designed to educate providers on these topics to further enhance the patient experience at ChiroCare clinics.

### Survey Results

<table>
<thead>
<tr>
<th>%</th>
<th>Description</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>95%</td>
<td>95% of patients said “Yes, Definitely” when asked if they would recommend the provider’s office to family and friends, as compared to 90% nationally.</td>
<td></td>
</tr>
<tr>
<td>95%</td>
<td>95% of patients said “Yes, Definitely” when asked if the provider gave them easy-to-understand information.</td>
<td></td>
</tr>
<tr>
<td>97%</td>
<td>97% of patients said “Yes” when asked if they saw the provider within 15 minutes of their appointment time, compared to 80% nationally.</td>
<td></td>
</tr>
<tr>
<td>84%</td>
<td>84% of patients said “Always” when asked if they were able to get an appointment for routine care as soon as was needed, compared to 74% nationally.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>%</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>96%</td>
<td>96% of patients stated they were treated with courtesy and respect during their most recent visit.</td>
</tr>
<tr>
<td>86%</td>
<td>86% of patients ranked ChiroCare providers at either a 9 or 10 out of 10.</td>
</tr>
<tr>
<td>97%</td>
<td>97% of patients said “Yes, Definitely” when asked if the office staff or receptionists treated them with courtesy and respect.</td>
</tr>
</tbody>
</table>
PROVIDER SATISFACTION

Each year, CCMI surveys providers to assess their experiences and satisfaction with the ChiroCare product. In partnership with Survey & Ballot Systems, Inc. (SBS), a third-party election services firm, we are able to identify our strengths and areas for improvement. Many of the quality improvements we’ve achieved initially came as recommendations from our providers.

Compared to other plans you work with, how would you rate ChiroCare for the following:

Survey Results

<table>
<thead>
<tr>
<th>Service</th>
<th>Top 2 Tiers</th>
<th>Top 3 Tiers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Manager</td>
<td>27%</td>
<td>62%</td>
</tr>
<tr>
<td>Professional Development</td>
<td>30%</td>
<td>57%</td>
</tr>
<tr>
<td>Authorization Process</td>
<td>32%</td>
<td>88%</td>
</tr>
<tr>
<td>Credentialing</td>
<td>41%</td>
<td>78%</td>
</tr>
<tr>
<td>Claims Payment</td>
<td>45%</td>
<td>86%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>39%</td>
<td>85%</td>
</tr>
<tr>
<td>Accurate Info</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provider Communications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Top 2 Tiers includes in most cases Excellent and Very Good. Top 3 Tiers includes, in most cases, Excellent, Very Good and Good/About the Same.

Rate the availability of useful clinical information via the ChiroCare websites.

- **Top 2 Tiers**: 76%
- **Top 3 Tiers**: 97%

Overall, how would you rate the performance of ChiroCare?

- **Top 2 Tiers**: 68%
- **Top 3 Tiers**: 92%
The provider network continues to have a favorable impression of ChiroCare, with more than 92% of providers rating ChiroCare in the Top 3 Tiers. This high satisfaction rate stayed the same from 2013 to 2014.

92%

CONSERVATIVE CARE INDUSTRY RESEARCH

Over the past few years, CCMI has worked to identify trends in patient care, utilization and patient engagement to help determine why conservative care options, such as chiropractic care, are often overlooked, despite demonstrated quality results. In partnership with Q Market Research, a third-party market research firm, CCMI conducted a study in 2014 to gauge consumers’ understanding, appetite and commitment levels toward conservative care treatment for back and neck pain.

Research Results

With over 1,100 consumer responses and a confidence level of 95 percent, the study revealed:

▲ Family doctors and chiropractors are viewed as top resources for those with back or neck pain.
▲ Those with back or neck pain have generally negative opinions about invasive care and prefer less invasive treatment options.
▲ Nearly half of respondents who underwent surgery for their back or neck pain reported it did not fix their pain.
▲ Over half of chronic pain sufferers, whether or not they had surgery, were hopeless about ever relieving themselves of their chronic pain.

CCMI will be presenting a more detailed paper outlining the growing consumer trends and detailed responses from the Conservative Care research study in 2015. We intend to share our results with key leaders and decision makers across the health care industry to invoke positive change for those suffering from back and neck pain.
Providing Lifelong Learning Through Continuing Education & Provider Support

CCMI is committed to preparing our network providers for the evolving health care environment by providing the tools, information and education needed to be successful in their practice. Our relationships with providers are successful because they are built on trust and collaboration. From peer-to-peer support to compliance training, educational seminars and health and wellness tips, we provide lifelong learning opportunities that extend beyond the clinic.

ENHANCED WEBSITE LAUNCHED

In December 2014, CCMI launched a newly designed website on chirocare.com that provides enhanced information and resources for patients, doctors and payors. Some upgrades include:

▲ Access from every page to the site’s most popular feature, “Find a Doctor.” This feature enables patients to quickly search for a ChiroCare chiropractor in a specific geographical area based on insurance provider and/or zip code.

▲ Newly organized tabs — “For Patients,” “For Providers,” and “For Payors and Carriers” — allowing easy access to in-depth information and resources.

▲ The creation of provider education web pages, such as compliance training and ICD-10 transition support.

▲ More consumer-friendly language and reorganized content to help visitors easily access the information and documents they need.

NEWS FLASH E-NEWSLETTER & EMAIL ALERTS KEEP PROVIDERS INFORMED

In July of 2014, CCMI launched News Flash, a weekly e-newsletter designed to keep providers informed of helpful resources, breaking health care news and upcoming events. Ongoing topics include patient health and safety, patient satisfaction, provider education and training, quality improvement initiatives, Provider comments from CCMI’s 2014 Provider Satisfaction Survey indicated a noticeable improvement and high satisfaction ratings in communication and educational opportunities.

Provider comments from CCMI’s 2014 Provider Satisfaction Survey indicated a noticeable improvement and high satisfaction ratings in communication and educational opportunities.
coding information, administration support and health and wellness tips. Beyond our editorial calendar, we are able to utilize *News Flash* and customized email outreach to contact providers with special alert messages.

**ICD-10 EDUCATION & SUPPORT**

In anticipation of the October 1 ICD-10 deadline, CCMI launched a campaign to aid its ChiroCare providers through a training and transition process. Helpful tips, articles, resources and critical deadlines were communicated through *News Flash*. Also, CCMI hosted classroom-style seminars led by the industry’s leading ICD-10 expert, Dr. Evan Gwilliam of ChiroCode Institute. Attendees appreciated Dr. Gwilliam’s ability to engage the audience through his interactive presentation style and hands-on activities. When the Centers for Medicaid and Medicare Services (CMS) announced a one-year delay of ICD-10, CCMI continued its educational outreach with pacing appropriate to the revised date.

**FALL BUSINESS SUMMIT YIELDED VALUABLE LEARNINGS**

CCMI hosted its 5th Annual Business Summit in October of 2014. Physicians’ Diagnostic Rehabilitation (PDR) presented on Cognitive Behavioral Therapy (CBT), explaining how a person’s thoughts and feelings impact their recovery. With psychosocial risk factors as the number-one predictor of disability from low back pain, applying a “biopsychosocial” approach shows promise in improving outcomes for spinal pain patients. Attendees were grateful to learn how turning negative thoughts into positive ones can aid their patients in recovery. The Summit also hosted a panel discussion between primary care physicians, specialty physicians and doctors of chiropractic to share their experiences in collaborating and coordinating patient care with each other. The discussion was an inspiring example of how collaboration improves patient-centered care.

**ACTIVE CARE CERTIFICATION OFFERED**

CCMI’s Active Care Certification program is built on a foundation of integrating active care and spinal manipulation to improve patient outcomes. Active care refers to treatment approaches that empower the patient with self-care regimens and self-confidence. The program’s curriculum focuses on low back rehabilitation and active care programs that can be customized and used by patients in their home or workplace. It recognizes the role of chiropractic in addressing musculoskeletal problems and the importance of adjusting patient beliefs and expectations to achieve goals. The program also offers exercises and manual therapy as a method to reduce patient suffering, disability and work loss. In addition to Active Care Certification, CCMI also offers an Active Care Senior Care program, tailored to include additional training for the treatment of our aging population.

**Perfect Fit Pro**

Offered to providers after they complete the Active Care Certification program, the Perfect Fit Pro online delivery solution includes a variety of exercise animations and workout codes to create a unique and rewarding experience for patients. Exercises can be printed, emailed or accessed from a patient’s smart phone.
Transforming Health Care Through Innovation, Inspiration and Collaboration

At a time when health care is experiencing significant changes at nearly every level, contributions from health care innovators are more important than ever. Opportunities for bold action are emerging and CCMI’s leadership team is envisioning possibilities and forging new paths — even during these times of uncertainty. CCMI fosters a culture where innovation is recognized, valued and rewarded. In fact, CCMI championed an extraordinarily innovative and inspirational project in 2014.

CHIROCARE CENTERS OF EXCELLENCE PROGRAM

The ChiroCare Centers of Excellence (CCoE) program recognizes existing clinics within CCMI’s ChiroCare network that adhere to a broad set of defined standards of excellence. The creation of this special group was prompted by a request from a local leader in Primary Care who was discouraged by the cost, quality and satisfaction levels among low back pain care options. CCMI had a vision to create a credentialed network of the highest quality doctors of chiropractors to use as a conservative care referral tool.

To support development of the Centers, CCMI convened a National Task Force on Spine Care, comprised of physical therapists, chiropractors, medical doctors and researchers from across the health care industry. After reviewing extensive research and best practice models, the Task Force provided CCMI with a disciplined framework of clinical protocols that represent a value-based, patient-centered clinical approach. This framework became the foundation and evaluation criteria for CCMI’s CCoE program.

In December 2014, CCMI launched its CCoE program by inviting select clinics to apply. Through a stringent application and review process, CCMI evaluated each clinic against the evaluation criteria and awarded 32 clinics, representing 68 doctors, a ChiroCare Center of Excellence designation. CCMI anticipates launching the second phase of this initiative in late 2015 as it looks to expand beyond the initial invitees. The list of clinics awarded this designation can be found on CCMI’s CCoE web page.
CCMI believes cultivating and advancing industry leaders is an important component in delivering high-value health care networks and support services. We recognize the trickle-down effect that well-informed, confident and positive health care practitioners can have on outcomes, cost and patient satisfaction and are committed to fostering effective leaders to lead and grow the profession.

CHIROPRACTIC LEADERSHIP INSTITUTE

The Chiropractic Leadership Institute at the University of St. Thomas’ Opus College of Business is an executive education program that empowers chiropractors to effect transformation in today’s health care environment. Inspired by Tabatha Erck, CCMI’s chief executive officer, this program focuses on strategy, communication, critical thinking, economics and health care finance. By providing scholarships for network practitioners, CCMI is helping chiropractors become educated, passionate and informed leaders who can generate new and enhanced ways of improving the delivery of care within the profession. These leaders will positively impact the industry and assist in advancing strategic and complex health care initiatives.

In 2014, eight practitioners (out of 14 in the program) received scholarships from CCMI and graduated in the Chiropractic Leadership Institute’s first cohort. The CCMI Board of Directors approved and provided seven additional scholarships for the second cohort, scheduled to graduate in 2015.

MINNESOTA MONTHLY MAGAZINE NAMES TOP CHIROPRACTORS FOR 2014

In an effort to assist consumers in identifying the “best-of-the-best” chiropractors in Minnesota, Minnesota Monthly magazine asked practitioners to nominate their peers for the 2014 Top Chiropractors award. This list was published in Minnesota Monthly’s 2015 Health Guide and released to stores in February of 2015.

CCMI honored those awarded this special recognition with a full-page congratulatory message in the magazine. Over 80 percent of the named 2014 Top Chiropractors are members of the ChiroCare network. To view the list of awarded chiropractors, along with the nomination criteria, visit Minnesota Monthly’s website.
Tabatha Erck is the chief executive officer of Chiropractic Care of Minnesota, Inc. (CCMI). Since 2008, Erck has guided the nonprofit in delivering high-quality, value-based, patient-centered care services through its ChiroCare and AcuNet networks.

In 2014, Erck was named the Most Influential in Specialty Health by the National Association of Specialty Health Organizations (NASHO), a designation that recognizes leaders who have played a key role in raising the profile of and easing access to, high-quality specialty health services. She has served on the NASHO Board of Directors since 2011 and will assume the role of chairperson in May of 2015, serving a two-year term. She is a member of several professional organizations, including Women’s Health Leadership TRUST, the International Leadership Association, National Association of Women Business Owners (NAWBO), National Association of Corporate Directors (NACD) and the Minnesota Chamber of Commerce.

Erck was recently recognized as one of the “Top 50 Women in Business” by the Minneapolis/St. Paul Business Journal and won the Volunteer of the Year Award from NAWBO in 2013.

Prior to joining CCMI, Erck served in senior-level positions at HealthPartners, Vivius and Medica.

In addition to pursuing her doctorate in Leadership from the University of St. Thomas, she holds a Lean Six Sigma mini-master’s degree from St. Thomas. Erck obtained a master’s degree in Healthcare Administration from the University of San Francisco and a bachelor’s degree in Management from San Jose State University.
VIVI-ANN FISCHER I D.C. I CHIEF CLINICAL OFFICER

Vivi-Ann Fischer, D.C., is the chief clinical officer of CCMI. In her role, Dr. Fischer leverages her experience as a chiropractic practice owner to develop the best programs and resources for ChiroCare providers and support quality care delivery for their patients. She also oversees network credentialing, utilization services and provider services for the ChiroCare network. Dr. Fischer recently spearheaded the first-ever ChiroCare Centers of Excellence (CCoE) program to recognize outstanding best practice approaches within the ChiroCare network. Dr. Fischer has been a member of the CCMI leadership team since 2012 and has more than 37 years combined clinical and managed health care experience.

Dr. Fischer is currently a Board of Trustees member at her alma mater, Northwestern Health Sciences University (NWHSU) and served as a member on the Board of Directors for the Minnesota Chiropractic Association (MCA). She is active in several professional organizations, including the American Chiropractic Association, MCA, NWHSU, Minnesota Chamber of Commerce and the Women’s Health Leadership TRUST.

In 1988, Dr. Fischer founded Plymouth Grove Chiropractic, P.A., where she practiced for over 24 years. In addition to her Doctor of Chiropractic degree from NWHSU, Dr. Fischer holds a bachelor’s degree in Biology from the University of Minnesota.
MARGAUX WEINSTEIN | J.D. | CHIEF COMPLIANCE OFFICER

Margaux Weinstein, CCMI’s chief compliance officer, brings to the table over 15 years of combined experience in legal services, health care and dispute resolution. In 2004, she obtained her Paralegal degree and combined her interests in health care and law. She has experience working within large and small health care organizations, county and state human services departments and with private individuals as an advocate and mediator.

In her role at CCMI, Weinstein oversees the Corporate Compliance Program, where she functions as an independent and objective body that reviews and evaluates compliance concerns, directing issues to appropriate resources for investigation and resolution. She institutes and maintains an effective Compliance Communication Program, providing proper violation reports to keep key stakeholders informed of CCMI’s compliance efforts. She also monitors the performance of the Compliance Program and evaluates activities on a continuing basis, taking appropriate steps to improve its effectiveness.

Weinstein obtained her Juris Doctor from Hamline University School of Law and her license to practice law from the State of Minnesota in 2013. She received her Paralegal degree from Minnesota Paralegal Institute and holds a Bachelor of Arts degree in Cultural Anthropology from the University of Minnesota.

SCOTT CLEVELAND | D.C. | ASSISTANT CHIEF CLINICAL OFFICER

Scott Cleveland, D.C., has been serving as CCMI’s assistant chief clinical officer since September of 2014. He leverages his experience as a doctor of chiropractic in promoting an evidence-based chiropractic model to ensure success in the ever-changing health care system. With 17 years of professional experience in corporate managed health care, Dr. Cleveland uses his expertise and analytical skills to identify undesirable trends and employ collaborative action plans and performance monitoring programs to investigate and educate ChiroCare network providers.

Previously, Dr. Cleveland worked for ChiroCare of Wisconsin where he spent seven years as chief clinical officer. There, he specialized in utilization management oversight, including reviewing treatment notes, making clinical decisions on treatment appropriateness and necessity, and focusing on peer-to-peer education. He also served on the Credentialing and Quality Improvement committees.

In 1991, he opened Cleveland Chiropractic Clinic in Two Harbors, Minnesota, where he practiced for six years.

Dr. Cleveland attended Minnesota State University Morehead State and received his Doctor of Chiropractic degree from Northwestern Health Sciences University in Bloomington, Minnesota. He enjoys hunting, fishing and spending time with his wife and two sons.
Julie Dekker is the vice president of operations for CCMI and joined the team in November of 2014. An accomplished and versatile health care leader with over 18 years of experience, Dekker has a proven track record of performance and profitability in rapidly changing and dynamic environments. She is recognized as a focused, decisive and motivational leader with extensive knowledge and management experience in building, leading and growing teams, and creating strong and effective partnerships. Dekker excels at setting solid business strategies that exceed financial targets and maximize organizational efficiencies. A risk-taker by nature, Dekker embraces and drives change while promoting CCMI’s core mission, vision and values.

Dekker belongs to industry and philanthropic organizations such as Women’s Health Leadership TRUST (Membership Committee), TeamWomenMN, Women Business Leaders of the U.S. and Women’s Club of Minneapolis. She also has a broad range of volunteer experience with organizations, such as Wooddale Church’s Women’s Ministry Leadership Team and the Omicron Omicron Alumni Chapter Board of Alpha Chi Omega, where she served three years as Treasurer. She is currently a member of the Board of Directors for two nonprofit organizations — First Step Initiative and MORE.

Dekker received her bachelor of science degree in Biology from the University of Tampa and her master’s degree in Public Health from the University of South Florida.
At CCMI, we believe volunteering is a vital component of improving the health and well-being of our community. We are proud to support a culture that provides these opportunities for our employees throughout the year. Rachel Carrier, Senior Administrative Assistant, is a driving force behind the company’s philanthropic outreach. “Donating our time and resources to help others not only solves problems and helps our communities,” says Rachel, “it allows CCMI team members to connect with each other on a personal level, strengthening our communication and building our working relationships.”

“Be the change you wish to see in the world.”

– Mahatma Gandhi
HIGHLIGHTS FROM 2014 INCLUDE:

▲ Donating more than 250 pounds of food to the Ralph Reeder Food Shelf in New Brighton, MN.

▲ Making and donating blankets to Project Linus, an organization that collects and delivers blankets to children in hospitals, shelters and social service agencies. 8 blankets = 8 comforted children.

▲ Spending an afternoon assisting elderly homeowners with household chores and yard work in Minneapolis through Neighborhood Involvement Program.

▲ Adopting a family for the holidays with the help of Neighborhood Involvement Program.

In addition, many CCMI employees hold Board roles and volunteer positions in community nonprofit organizations, including Habitat for Humanity, Animal Humane Society, Alexandra House, Helping Paws, Ronald McDonald House, First Step Initiative, American Heart Association, March of Dimes and Can Do Canines among others.
Message From the Chairman of the Board

The Evolving Nature of Physical Medicine

CCMI continues to distinguish itself through its one line health care networks and support services, gaining considerable strength in 2015 by merging with ChiroCare of Wisconsin. But we’re not stopping here. Our vision is to be recognized as the leader in high quality physical medicine networks and we will be continuing our work toward that goal in 2015.

**PUTTING CHIROCARE CENTERS OF EXCELLENCE (CCOE) INTO PRACTICE**

With 32 CCoEs now in place, we will be looking to them to lead the way as we transition from traditional chiropractic practice to evidence-based physical medicine networks. Clinics applying for the CCoE designation must demonstrate a superior standard of excellence in multiple areas, including reporting to primary care doctors and other providers involved in a patient’s care. We are very pleased with our progress in this area, and grateful to our CCoE innovators who will assist in elevating the visibility and credibility of physical medicine to even greater heights. We will be closely monitoring the progress of CCoEs as we expand across the entire ChiroCare network and consider using this model as a platform for other third-party payors to use. We will be using what we learn with our CCoEs, along with patient satisfaction results from CAHPS surveys, to assist all of our network providers in performing at the top of their game.

**TAKING ACTION ON EMERGING OPPORTUNITIES**

In addition to the launch of CCoEs, we are reviewing opportunities to take advantage of shifts in the marketplace. One example is how we might fill the Accountable Care Organization (ACO) role by finding new ways to ensure Medicare patients receive excellent, coordinated care. By succeeding in delivering high quality care and spending health care dollars as wisely as possible, we will have an opportunity to share in the savings achieved on behalf of the Medicare program.

And, with many of the ACA changes taking effect in 2014, the spotlight is on the value of prevention and conservative care. Using the Triple AIM for low back pain: improved health of the population, improved patient experience and reduced overall health care costs, we are well-positioned to capitalize on the strengths of our network providers. Assisting in pain reduction and case management, reducing the use of opioids, and promoting active care are just a few of the key areas where we contribute to improving the health and well-being of patients while managing health care spending.
PREPARING FOR THE FUTURE

One of the most exciting things on tap for 2015 is a research study we are launching this summer in collaboration with Minnesota Community Measurement (MNCM). Called ChiroFirst, the study will use CCoEs to test a conservative care pathway where a doctor of chiropractic is the point of entry for acute and sub-acute low back pain. We will be collecting clinical outcomes data and reporting periodically on our progress.

I would like to thank the entire CCMI staff and Chief Executive Officer Tabatha Erck for their ongoing service and commitment to excellence. I also congratulate Tabatha for receiving the Most Influential in Specialty Health Award from The National Association of Specialty Health Organizations’ (NASHO) in 2014, and for being named chair of NASHO with her two-year term beginning in May 2015.

I am looking forward to seeing CCMI flourish in the coming year as we unlock opportunities to change the course of how we treat the millions of Americans who are living with chronic neck and low back pain.

Respectfully submitted,

Dr. Mark D. Dehen, DC FICC
Board Chair

With many of the Affordable Care Act (ACA) changes taking effect in 2014, there has never been a greater focus on the importance of prevention and conservative care in improving the health and well-being of Americans while controlling health care spending.
You Can Help Us Make a Difference

At CCMI, we work day in and day out to deliver high-value health care networks and support services that improve the quality of life within our communities. As a stakeholder, your involvement is an integral part of our organization’s success. You can help us make a difference — here’s how:

**IF YOU’RE A PROVIDER**

Participate in our continuing education programs, committees and activities focused on working across boundaries to improve the health of our communities. Check out the “For Providers and Staff” tab on chirocare.com for upcoming events, training offerings and other professional development resources. We also encourage you to partake in our annual provider satisfaction survey to help us identify areas of improvement, growth and opportunity.

**IF YOU’RE A CURRENT OR POTENTIAL CUSTOMER**

Engage us in a dialogue about our diverse and customizable product and service offerings to meet your evolving business needs. Visit our “For Payors and Carriers” tab on chirocare.com for more information about our capabilities, as well as publications and research we’ve conducted.

**IF YOU’RE A PATIENT**

Be sure to select a health plan that offers the ChiroCare and AcuNet networks to ensure you receive the highest quality of care. Click on “For Patients” on chirocare.com to access our doctor search tool, view patient testimonials and download the exercises your provider recommends for you to do at home, among other resources.