DELIVERING EXCELLENCE IN PATIENT-CENTERED QUALITY CARE
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 patients. CCMI 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 development and implementation of new care pathways designed to advance the health care system. We develop innovative and inspiring ways to leverage physical medicine that helps our customers not only lower costs but also achieve better outcomes and increased patient satisfaction.

WHERE WE OPERATE

CCMI has two office locations in the United States. We are located at:

Corporate Headquarters
1000 County Road E, Suite 230
Shoreview, MN 55126

Wisconsin Office
250 Bishops Way, Suite 101
Brookfield, WI 53005
VISION
To be the leader in high quality physical medicine networks

MISSION
To improve the quality of life of our communities by delivering high value health care networks and support services

VALUES
Excellence: We enable the highest level of care and service while maximizing outcomes, quality and cost-effectiveness
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
Innovation: We are committed to sustained leadership in health care through innovation, creativity, continuous improvement and lifelong learning
LETTER FROM THE CEO

The year began with our sights set on continuous improvement. It ended with an exciting business strategy redesign that includes new and specific growth goals and rebranding CCMI to better reflect our increasing market reach.

BUILDING ON OUR HIGH-PERFORMING TEAM

Our strategy continued to revolve around growing our business, further developing our physical medicine product portfolio, expanding our acupuncture network, and delivering on quality improvement initiatives. To continue building on our positive momentum in these areas, we added to our senior leadership team in 2015. I am pleased to welcome Velia Dejvongsa as director of data analytics; Stephen De Wees as chief financial officer; and Margaux Weinstein, J.D., as chief compliance officer.

LEADING THE WAY WITH A FOCUS ON QUALITY OF CARE

The first year of our ChiroCare Centers of Excellence (CCoE) program was met with great success. A number of payers came out in support of professionals. A white paper about CAHPS and the corresponding survey enables us to offer helpful reminders to doctors, bringing light to new industry research, and present resources and recommendations via our News Flash newsletter.

We were honored to be recognized by Press Ganey with its 2015 Guardian of Excellence Award for patient experience, made possible, in part, by our transition to CAHPS. I would like to thank our ChiroCare doctors for dedicating themselves to the highest quality, patient-centered care. This also wouldn’t be possible without the extraordinary people on the CCMI team. I am privileged to work with such an outstanding group of professionals. A white paper about CAHPS and the corresponding results is in development and will be released later this year.

A special thank you goes out to our Wisconsin team, too, who successfully relocated to an office that will position us well for future growth.

The Triple Aim (improving the experience of care, improving the health of populations, reducing per capita costs) has also made its way into many of our corporate initiatives. Patient care is our passion and by listening and learning through CAHPS, we are confident that our contributions to system-wide change deliver great value.

NASHO EXPERIENCES ADD VALUE TO CCMI

It was an honor to be inducted as the Chairwoman of the Board of Directors of the National Association of Specialty Health Organizations (NASHO) in May. With 30 member organizations that provide access to quality specialty health services to over 175 million Americans, NASHO serves as the collective voice of specialty health, advocating for its value to legislators, regulators, employers, insurers, medical providers and individuals. Among other things, we maintain ongoing dialogues with organizations such as the American Chiropractic Association (ACA), the American Physical Therapy Association (APTA), and the American Osteopathic Association (AOA). We also garnered support for HR 542, which adds chiropractic to the National Health Service Corps (NHSC) Scholarships and Loan Repayment.

We are expecting to see a reduction in revenue in 2016 due to a significant loss in membership within one of our key customers. While this will have an impact on our business, we are staying focused on growing our business. I would also like to express my deep gratitude for our customers, our partners, employees, and Board of Directors for their ongoing commitment to CCMI, and for their contributions to upholding the integrity of our mission, vision and values.

Respectfully submitted,

Tabatha Erck
Chief Executive Officer

LOOKING AHEAD: KEY 2016 INITIATIVES

In alignment with our refreshed strategic plan, we are focusing on the following in 2016:

1. Growing our business and continuing to add new customers and network doctors.
2. Continuing to drive toward the Triple Aim in collaboration with network doctors, putting the patient at the center of all we do.
3. Expanding our reach into Accountable Care Organizations (ACOs).
4. Completing our patient satisfaction white paper.
5. Mining data from ChiroFirst to share what we learn, so others can benefit from patient-centered, conservative care models focused on providing quality care.
6. Expanding networks throughout the Upper Midwest.
7. Inviting the full chiropractic network to submit their applications to pursue the certification as a CCMI and complete audits of the 2015 CCoEs.
8. Rebranding CCMI.
9. Enhancing our leadership position through strategic relationships within the health care system.
10. Developing additional high-quality initiatives and training opportunities for network providers.
11. Identifying new ways to provide patient-centered, conservative care pathways focused on providing quality care, while reducing the total cost of care and delivering high patient satisfaction results.
12. Easing the transition for those affected by the August announcement that the Minnesota Department of Human Services has dropped UCare.
CCMI AT A GLANCE

15 HIGHLIGHTS FROM 2015

01 Our ChiroCare network received Press Ganey’s 2015 Guardian of Excellence Award® for achieving 95% satisfaction in Patient Experience. CCMI is the first chiropractic entity to submit significant data to a validated third-party vendor.

02 We welcomed five new team members who bring in-depth industry experience, uncommon creativity and forward-thinking energy to the team.

03 Our CEO, Tabatha Erck, was inducted as Chairwoman of NASHO where she will serve two terms.

04 We sold out nearly all five educational seminars on ICD-10 and received outstanding provider feedback. Through high-level and one-on-one coaching, we supported providers over the hurdles and through the ICD-10 finish line.

05 Our Wisconsin office relocated from Wauwatosa, WI to Brookfield, WI, which places our organization in a desirable position for growth.

06 We successfully completed our ChiroFirst pilot study and received participant feedback instrumental to improving the process for our 12-month study launching in 2016.

07 CCMI staff and Board members made a difference by participating in quarterly volunteer projects in the local community.

08 Our ChiroCare product maintained amazing provider service statistics for the year: nine-second average speed answer, 94% of calls answered within 30 seconds, and a call abandonment rate of 0.5%.

09 In collaboration with primary care, we developed and piloted two guides designed to increase and aid in preventive screening discussions between chiropractic providers and their patients.

10 Our leadership team continues to participate in the Minnesota Chamber and holds a seat on the health care and worker’s compensation committees. Our participation in regional and national associations and public policy has promoted us to a position of prominence where we are considered thought leaders in the area of physical medicine management.

11 As a non-profit, we return a significant portion of our revenue to our network providers and the health care community in the form of claims payments and developmental resources, as well education and outreach. In 2015, this amount totaled 80% of our organization’s revenue.

12 We celebrated continued network growth with the addition of new accountable care organization (ACO) business.

13 With a clear focus on patient-centered quality care, we launched an infection prevention campaign with the goal of educating and leading our clinics to adopt best practices in this crucial area.

14 We achieved statically significant data in our annual ChiroCare Provider Satisfaction Survey, which will guide our improvement process to align with the topics most valuable to our chiropractic network.

15 We successfully completed the first year of our ChiroCare Centers of Excellence program and hand-delivered leadership plaques to all 75 providers who participated in 2015.
A positive patient experience is vital to improving the health of the industry, and engaging patients about their experiences is an integral step in enhancing the quality of care delivered. 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.

DELIVERING EXCELLENCE IN PATIENT-CENTERED QUALITY CARE

CCMI is 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 providers and insurers deliver on all three dimensions, including: the patient experience, improving the health of populations, and reducing the cost of health care.

Our team is committed to ongoing excellence and continues to work tirelessly in the development of educational programs, conservative care research, and quality improvement initiatives. Outlined in the next few pages are a few of our key initiatives from 2015 that aim to educate our network providers on best practices, expand collaboration within the health care system, and above all else, put the patient in the center of the care model.

IMPROVING THE PATIENT EXPERIENCE

CHIROCARE PROVIDERS RECEIVE EXCELLENCE AWARD FOR OUTSTANDING PATIENT SATISFACTION

We are excited to announce our ChiroCare network was named a 2015 Press Ganey Guardian of Excellence Award winner for outstanding patient satisfaction. This distinction was achieved by reaching the 95th percentile on our CAHPS survey (Consumer Assessment of Healthcare Providers and Systems) for Patient Experience in Medical Practice in 2015. Our Chief Executive Officer, Tabatha Erck, and Chief Clinical Officer, Dr. Vivi Ann Fischer, accepted the award on behalf of the ChiroCare network in November of 2015, during the Awards Lunch at the Press Ganey National Client Conference in Orlando.

In 2013, we launched our initial CAHPS survey, in collaboration with Press Ganey, a third-party vendor that supports health care providers in understanding and improving the patient experience. This valuable tool allows us to compare ChiroCare patient experiences against national and regional data, and identifies where chiropractic and the ChiroCare network excel, as well as areas where the patient experience can be improved. CCMI is the first chiropractic entity to submit statistically significant data to a validated third-party vendor.

Together, we are delivering excellence in patient-centered quality care!

This award is exciting because it demonstrates and validates chiropractic’s high patient satisfaction in comparison to the entire health care system. Alongside CCMI, fellow award winners include hospitals, large medical centers, emergency departments, and rehabilitation centers, among others. Together, we are delivering excellence in patient-centered quality care!

Congratulations ChiroCare doctors of chiropractic for achieving Press Ganey’s national Guardian of Excellence Award for outstanding patient experience! Your commitment to patient-centered care clearly shines through. You are improving the health of our communities – and we thank you.

The majority of the 2015 Best Chiropractors are doctors in the ChiroCare network. Visit chirocare.com and use our online directory to locate a doctor or ChiroCare Center of Excellence clinic near you.
We support a comprehensive approach to improving the total patient experience. That is why we incorporate CAHPS as an integral component of our quality improvement process. Our CAHPS survey goes beyond rating a particular doctor—it asks patients to report on their experiences with health care services. Gathering this type of feedback gets at the heart of patients’ perceptions and provides insight into the topics most important to them.

In an effort to improve our CAHPS survey and collect new details and feedback, a number of modifications were made to the letters and standardized surveys that are sent to patients each quarter. Also, the CCoE clinics were added to the survey in 2015 with clearly defined weights in order to achieve statistically significant results. Our goal is to compare this elite group’s results to their peers, as well as to regional and national data.

Due to these modifications and additions, we are experiencing a delay in pulling the full year-end results for 2015. However, we are pleased to share the results for January through September, 2015.

**CAHPS enables us to compare our network patient satisfaction ratings with regional and national providers, including medical doctors, hospitals, health care systems, health plans and more.”**

— Tabatha Erck

As we continue to monitor patient feedback quarter over quarter, we uncover golden nuggets of quality improvement opportunities. In 2015, we integrated educational articles and self-help tools in our education campaign that specifically addressed two areas of improvement: perception of hand hygiene and complete medical histories. By taking these steps, we hope to further enhance the patient experience at ChiroCare clinics.
IMPROVING THE HEALTH OF POPULATIONS

Health care practitioners are in an excellent position to improve the health of populations by encouraging healthy lifestyle choices, following best practice recommendations in their clinics, and offering patient-centered, quality care. Here are a few examples of programs we spearheaded in 2015 to support our network providers in improving the health of the patients they serve.

SUPPORTING PROVIDERS IN CROSSING THE ICD-10 FINISH LINE

In the ever-evolving world of health care, it can seem as though change is the only constant. Regulations frequently change and processes are continually enhanced. Through it all, providers and staff must adopt new business practices in order for their clinics to survive. Our commitment to best-practice coaching and ongoing provider education runs deep to our core. So naturally when the Centers for Medicare and Medicaid Services (CMS) declared an October 1, 2015 deadline for the ICD-10 transition, we developed a strategic education campaign to support our networks over the hurdles and through the ICD-10 finish line.

Providers and their valued “ICD-10: Supporting You Over the Hurdles” campaign and were able to use our resources for a successful and relatively painless transition.

Hurdles campaign and were able to use our resources for a successful and relatively painless transition.

“Hurdles” campaign and were able to use our resources for a successful and relatively painless transition.

“I alone cannot change the world, but I can cast a stone across the waters and create many ripples.”

– Mother Teresa

Top 5 campaign resources:
01 Interactive, classroom-style seminars at four different locations throughout Minnesota and Wisconsin that explained implementation details and offered interactive hands-on activities to get providers and their staff comfortable using ICD-10 codes
02 Step-by-step implementation guide that contained implementation steps broken down into “bite-sized” pieces spread over the course of a nine-month timeframe
03 Chiropractic ICD-10 common codes list that identified a list of common ICD-10 codes for chiropractic diagnoses
04 High-volume provider outreach and one-on-one coaching offered by CCMI’s clinical officers
05 Procrastinator’s guide that was developed in collaboration with Dr. Guillain, vice president of ChiroCode Institute and the only chiropractor certified as an ICD-10 Instructor by the American Academy of Professional Coders, covering topics such as: ICD-10 structure and fundamentals, terminology and definitions, strategies for finding the right codes, and general tips and links on where to find additional information

EXPANDING THE CHIROCARE CENTERS OF EXCELLENCE PROGRAM

The ChiroCare Centers of Excellence (CCoE) program recognizes clinics within our ChiroCare network that adhere to a set of defined standards focused on demonstrating patient-centered quality care. This designation not only recognizes these clinics’ value-based care, it also celebrates their commitment to using an integrated and collaborative approach in achieving the best outcomes and quality of life for their patients.

The CCoE program was launched in 2014 through an invitation to select ChiroCare clinics. After a stringent application and review process, our organization awarded 43 chiropractic clinics a CCoE designation. In 2015, members of our leadership team hand-delivered plaques to participating clinics and held a photo ceremony in celebration of each clinic’s commitment to excellence.

In addition to an annual review of current CCoEs, the second phase of the program will focus on expanding the CCoE designation to other clinics in the network. Also, we will be developing a self-assessment tool with supporting educational opportunities to aid clinics in evaluating their readiness to apply for a CCoE designation.

CHIROFIRST PILOT STUDY

In May 2015, we launched a three-month ChiroFirst Pilot Study in partnership with MN Community Measurement. This study evaluated a conservative care pathway of placing a chiropractor as the standard point of entry for adults with acute and sub-acute low back pain. In support of the study, we collected data related to the Trips Arm through the use of our participating CCoE clinics.

Enhancing the ChiroFirst Participation Experience

During the course of our three-month pilot study, we experienced a number of “lessons learned” that will be instrumental for a successful 12-month study. We conducted post-project reviews with all providers who agreed to participate in the pilot study, including those who actually participated in the study and those who did not. By discussing their experiences in greater detail – the positive aspects, barriers and ideas for improving the program – we identified the best outcomes and quality of life for their patients.

The ChiroCare Centers of Excellence Program

The ChiroCare Centers of Excellence (CCoE) program recognizes clinics within our ChiroCare network that adhere to a set of defined standards focused on demonstrating patient-centered quality care. This designation not only recognizes these clinics’ value-based care, it also celebrates their commitment to using an integrated and collaborative approach in achieving the best outcomes and quality of life for their patients.

Did you know? Waterless hand wash is very effective against most microorganisms, inactivating 99% of organisms on your hand by the time it dries.
BOLSTERING PATIENTS’ PREVENTIVE SCREENING SERVICES WITH EDUCATIONAL GUIDES

Approximately 13 percent of patients who receive treatment from ChiroCare network providers choose to exclusively see a chiropractor for their ongoing health needs. Knowing preventive screenings completed by primary care physicians are also an important aspect of a patient’s health and wellness, we collaborated with the Institute for Clinical Systems Improvement (ICSI) to create hands-on tools encouraging preventive care discussions between chiropractors and their patients.

Using feedback from our Field Advisory Council, we tailored two educational guides to the needs of a chiropractic setting.

Provider Guide
- Serves as a clinical reminder of recommendations for key preventive screenings
- Information is moderately detailed
- Formatted as a laminated booklet that can be placed on the provider’s desk or hung in the provider’s office

Patient Guide
- Written in clear, simple language (approved for 4th grade reading level) so patients can easily understand the recommendations
- Designed as a single-sheet 50-page tear-off pad
- Following a chiropractic visit, the provider can tear off a sheet and give it to a patient to take home and read

We are currently piloting these tools with a select number of ChiroCare network clinics. In mid-2016, after surveying the clinics for feedback on their experiences, the guides will be modified and then made available to the entire network.

CELEBRATING MINNESOTA MONTHLY MAGAZINE’S BEST CHIROPRACTORS FOR 2015

Congratulations ChiroCare Doctors of Chiropractic! 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 2015 Best Chiropractors award. This list was published in Minnesota Monthly’s 2016 Health Guide; on newsstands in March of 2016.

We honored those awarded this special recognition with a full-page congratulatory message in the magazine. The majority of the 2015 Best Chiropractors are members of the ChiroCare network.

The message read, “Congratulations ChiroCare doctors of chiropractic for achieving Press Ganey’s national Guardian of Excellence Award for outstanding patient experience! Your commitment to patient-centered care clearly shines through. You are improving the health of our communities – and we thank you.”

To view the list of awarded chiropractors, along with the nomination criteria, visit Minnesota Monthly’s website: minnesotamonthly.com/lifestyle/health-wellness/best-chiropractors.

2015 CHIROCARE PROVIDER SATISFACTION SURVEY RESULTS

Gaining insight into provider and staff interactions with our organization through our provider satisfaction survey allows us to implement program enhancements based on opinions expressed by our contracted offices and providers. In the past, CCMI has worked with a third-party vendor to administer a secure, online provider survey for those who deliver services through our ChiroCare product. While eco-friendly, the electronic approach posed a few barriers for providers and staff, resulting in a lower than desired (15 percent) participation rate in past years.

By reviewing provider and staff feedback collected through the survey process, 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.
GROUP 1: Providers who only work with ChiroCare of Minnesota
- A doubling of survey response rates, representing an increase of 16% – clearly indicating providers favor manual survey forms over the electronic surveys
- Overall provider satisfaction for ChiroCare remains high with 91% of provider ratings in the Top 3 Tiers
- Increases in network providers utilizing outcome and electronic health record (EHR) tools with a 12% increase in outcome tool usage and 4% increase in EHRs
- A 3% decrease in satisfaction for availability of useful clinical information on ChiroCare websites from 2014

GROUP 2: Providers who only work with ChiroCare of Wisconsin
- First year surveying this group of providers – achieved a 15 percent participation rate (consistent with the average national survey response rate)
- Overall, providers have a good impression of ChiroCare, with more than 83% of providers rating in the Top 3 Tiers
- 51 respondents (86%) are utilizing outcome tools
- 46 respondents (80%) indicated they are using an EHR system

GROUP 3: Providers who work with both ChiroCare of Minnesota & ChiroCare of Wisconsin
- 2015 was the first year these providers were surveyed on their experiences with ChiroCare of Wisconsin in addition to their work with ChiroCare of Minnesota (in the past, these providers were included in Survey Group #1)
- Achieved participation goal by receiving a 30% response rate
- ChiroCare of Minnesota providers had an overall high impression of ChiroCare, with 94% of respondents rating in the Top 3 Tiers
- 62% of total respondents are utilizing outcome tools
- 64% of total respondents indicate they are using an EHR system

Reducing the cost of health care requires a collaborative and bipartisan approach – one that revalues quality, value and evidence-based methods. We are leading the health care industry away from a savings-per-transaction model into a new paradigm based on outcomes. We are proud to develop innovative and inspiring ways to leverage physical medicine that not only help lower costs but also achieves better outcomes and increased satisfaction.

SURVEY RESULTS – KEY FINDINGS

YEAR 2015

GROUP 1

GROUP 2

GROUP 3

Surveys Sent 1579*

508

177

Survey Responses 508

77

53

PARTICIPATION RATE 32% 15% 39%

GROUP 1: Providers who only work with ChiroCare of Minnesota

GROUP 2: Providers who only work with ChiroCare of Wisconsin

GROUP 3: Providers who work with both ChiroCare of Minnesota & ChiroCare of Wisconsin

Note: Although statistically insignificant, there are also a small number of ChiroCare practitioners in Nebraska and Michigan.

ACUNET PRACTITIONER NETWORK
CCM also offers AcuNet, a network of licensed acupuncturists in Minnesota. Our plan is to expand this network across the Upper Midwest and design a center of excellence program within the acupuncture specialty.
852,000+
Claims processed

25,000+
Phone inquiries handled

UNDER 30 SEC
Phone wait over 94% of the time

474
New and existing credentialed providers*

2015 FINANCIAL OVERVIEW

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<th>ASSETS</th>
<th>2015</th>
<th>2014</th>
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<td><strong>TOTAL ASSETS</strong></td>
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<td><strong>$85,680</strong></td>
<td><strong>$48,058</strong></td>
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*The credentialed provider number included in our 2014 annual report may have included closed or termed providers. As a result, our number looks to have decreased 2014 to 2015.

2015 FINANCIAL OVERVIEW

“Life is like riding a bicycle. To stay in balance, you have to keep moving.”
– Albert Einstein

852,000+
Claims processed

25,000+
Phone inquiries handled

UNDER 30 SEC
Phone wait over 94% of the time

474
New and existing credentialed providers*

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<tr>
<td>Service Fees</td>
<td>$25,916,496</td>
<td>$24,346,722</td>
</tr>
<tr>
<td>Interest/Other Income</td>
<td>($104,871)</td>
<td>($29,691)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$25,811,625</strong></td>
<td><strong>$24,316,031</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Expense</td>
<td>$20,189,761</td>
<td>$19,232,497</td>
</tr>
<tr>
<td>Education, Quality and Promotion</td>
<td>$228,658</td>
<td>$372,112</td>
</tr>
<tr>
<td>Operational Services</td>
<td>$2,705,637</td>
<td>$1,573,882</td>
</tr>
<tr>
<td>Administrative and Other</td>
<td>$2,577,716</td>
<td>$2,065,264</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>$24,163</td>
<td>$25,218</td>
</tr>
<tr>
<td><strong>TOTAL DIRECT EXPENSE</strong></td>
<td><strong>$25,725,945</strong></td>
<td><strong>$24,267,973</strong></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>$85,680</strong></td>
<td><strong>$48,058</strong></td>
</tr>
</tbody>
</table>

*The credentialed provider number included in our 2014 annual report may have included closed or termed providers. As a result, our number looks to have decreased 2014 to 2015.
WALKING THE TALK OF OUR MISSION, VISION & VALUES

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. We are proud to walk the talk of our mission, vision and values. Walking the talk is how we translate our leadership and subject-matter expertise to the benefit and success of our stakeholders. And, it’s how we partner across the health care industry to improve the quality of life of our communities.

OUR LEADERSHIP TEAM

Our leadership team is dedicated to delivering innovation and excellence that guide and propel our nonprofit forward. In addition to our Leadership Team, we employ subject matter experts in a variety of fields, including operations and network management, account and project management, finance, compliance, and marketing communications. Each CCMI team member brings with him or her 10 to 40 years of hands-on industry experience.

DELIVERING VALUE TO OUR COMMUNITY THROUGH VOLUNTEERISM

We are committed to improving the health and wellbeing of our community and strive to be a good corporate citizen. One way we do this is by aligning our volunteer efforts with our mission and core values. Volunteering allows us to develop personal relationships within our communities and share our resources with neighbors in need. We are proud to support a culture that provides volunteer opportunities for our employees and Board Members throughout the year.

SPRING Feed my Starving Children
Helping turn hunger into hope by packing meals for starving children around the world

SUMMER St. Paul Fish Hatchery
Protecting Minnesota’s natural resources by cleaning up garbage from streams at St. Paul’s Fish Hatchery

FA’il Open Arms of Minnesota
Preparing food for people in our community who are living with life-threatening illness

WINTER Solid Ground
Purchasing toys, games and other gifts for Solid Ground’s Santa Shop to aid families in building the strong foundations they need to emerge from homelessness

Our Board of Directors

As a nonprofit organization, we are governed by our by Bylaws and strategically led by our Board of Directors. The Board is instrumental in helping our organization focus on delivering effective services that meet the needs of our network providers, their patients and our health plan customers.

Mark Dehen, D.C.  
Chair of the Board

Molly Magnani, D.C.  
Vice Chair of the Board

Tabatha Erck, MPH  
Chief Executive Officer

Mark Bortnem  
Treasurer

Peter W. Vrieze, D.C.  
Board Secretary

Leo Bronston, D.C.  
Chief Clinical Officer

Stephen De Wees, MBA  
Chief Financial Officer

Vivi-Ann Fischer, D.C.  
Chief Clinical Officer

Margaux Weinstein, J.D.  
Chief Compliance Officer

Scott Cleveland, D.C.  
Assistant Chief Clinical Officer

Tabatha Erck, MPA  
Chief Executive Officer

Kim Mageau, J.D.  
Scott Giltner, D.C.  
Steven Joe, D.C.  
Howard Johnson, D.C.

Rebecca McManus  
David Ness  
Paul Wernick, M.D.

Richard Zarmbinski, D.C.  
Zachary Kimble, D.C.

Howard Lecander, D.C.  
Tabatha Erck, MPH  
Chief Executive Officer

Scott Giltner

Steve Jobe, D.C.

Howard Johnson, D.C.

Zachary Kimble, D.C.

Howard Lecander, D.C.
In an era where every aspect of health care is changing at the speed of thought, we are evolving to position our organization for optimum success. While 2015 presented some significant business challenges, positive momentum is what truly defined the year. With 43 ChiroCare Centers of Excellence (CCoEs) now in place, a relatively painless shift to ICD-10 coding, growing accountable care organization (ACO) opportunities, and fresh findings from our ChiroFirst pilot study, there were few dull moments.

**FURTHER EXCELLENCE IN ACTION**

Following the first full year of operation, our CCoE program has been enthusiastically embraced by the payer market, with many citing the model as a best practice to be replicated nationwide. We are grateful for the doctors who submit to the demanding CCoE application and assessment process. They are able to demonstrate the use of standardized clinical protocols and an integrated, collaborative approach to achieving positive outcomes, lower cost of care, and high-quality experiences for patients.

In other excellence in action news, ChiroCare received the 2015 Guardian of Excellence Award by Press Ganey Holdings. This prestigious award recognizes top-performing health care organizations that have consistently achieved the 95th percentile or above for patient experience, engagement, or clinical quality performance. Such recognition is a testament to the dedication and can-do attitude of our network doctors and our staff.

**ADVANTAGES OF SHIFTING MARKETS**

The so-called “silver tsunami” of baby boomers is upon us, and the Accountable Care Organization (ACO) model lends itself well to the non-invasive, evidence-based, drug-free approach of chiropractic care. ACOs include groups of doctors, hospitals and other health care providers who come together to deliver coordinated, high-quality care to Medicare patients. The goal is to ensure that these patients, especially the chronically ill, get the right care at the right time, while avoiding unnecessary duplication of services and preventing medical errors. CCMi currently works with one ACO through UCare and Essentia; a new ACO arrangement between HealthPartners and Unity will take effect January 1, 2017. We look forward to continuing to grow our business through partnerships with other ACOs throughout our service area.

"The coming year promises to be ripe with opportunities to improve our business and our communities by delivering high-value health care networks and support services..."

– Dr. Mark D. Dehen

**ENVISIONING 2016 GOALS...AND BEYOND**

Leveraging CCMi’s network of providers and MN Community Measurement’s (MNCM) experience with multi-stakeholder measurement development, CCMi successfully piloted the ChiroFirst Research Study in 2015. Designed to evaluate a comprehensive, conservative care pathway that places a D.C. as the standard point of entry for adults with acute and sub-acute back pain, ChiroFirst used CCoEs to collect data in support of the study. Outcome measures will now be captured over 12 months, along with data CCMi currently collects relevant to cost and patient satisfaction. We’re looking forward to mining the data to direct future policy and influence new directions for the company.

Another large strategic initiative in 2016 will be re-branding CCMi. The goal is to increase visibility and credibility within the medical community and among third-party payers and providers, and to better reflect our increasing presence beyond Minnesota’s borders. I would like to thank the fine CCMi staff and Chief Executive Officer, Tab Erck, for their outstanding service. None of our initiatives or accolades would be possible without their commitment to excellence.

The coming year promises to be ripe with opportunities to improve our business and our communities by delivering high-value healthcare networks and support services that lead to continuous improvements in outcomes, quality and safety, and cost-effectiveness.

Respectfully submitted,

Dr. Mark D. Dehen, DC FICC
Board Chair
YOU HAVE AN IMPACT ON PATIENT-CENTERED QUALITY CARE

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. Together, we are unlocking opportunities to change the course of how we treat millions of Americans who are living with chronic neck and low back pain. As a stakeholder, your involvement is an integral part of our organization’s success. Here is how you can help us make a difference in delivering excellence in patient-centered quality care:

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 network 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.

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Vimeo ChiroCare

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Together we are changing lives.