



LAKELAND CARE DISTRICT SM

Local. Compassionate. Dependable.

2015 Annual Report

N6654 Rolling Meadows Drive
Fond du Lac, WI 54937
(920) 906-5100

Toll free: 1-877-227-3335

lakelandcaredistrict.org

info@lakelandcaredistrict.org



Lakeland Care Mission

Enriching members' lives by honoring their values through high-quality, cost-effective, long-term care.

Local.

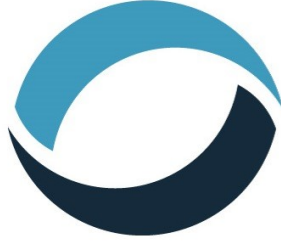
We're in your neighborhood. Our staff members **know** members' communities because they **live** and **work** there.

Compassionate.

We **talk with** and **listen to** our members to help them create a care plan to reach their goals.

Dependable.

When our members **need us**, we're there.



Vision

We are a member-centered organization that coordinates members' long-term supports by:

- Delivering high quality, cost-effective options
- Expanding access and choices to members
- Enhancing partnerships and resources within our communities
- Improving the health and well-being of members and their families
- Maintaining a positive place to work and deliver services

Guiding Principals

Aligned with the Board Philosophy, Guiding Principles are the specific actions and behaviors that guide Lakeland Care District staff in all situations and decisions, define the desired culture of Lakeland Care District, and help fulfill the LCD mission.

Teamwork: Build and nurture collaborative relationships while valuing the contributions of all.

Respect: Display a professional attitude that respects diverse opinions, values and expertise of all stakeholders.

Accountability: Accept responsibility for actions and results.

Customer Service: Treat everyone as a customer and deliver high quality service through the dedicated effort of all.

Communication: Utilize an open-minded and solution-focused approach with consistent and timely follow through.

CEO Message

The Lakeland Care District (LCD) is built upon a rich tradition of Family Care excellence. Developed from Wisconsin's first Family Care pilot, Creative Care Options of Fond du Lac County, the LCD now serves over 4,200 members living in thirteen counties in the Fox Valley and Northeastern Wisconsin.

In its five-year history, Lakeland Care has grown three times. First, we expanded Family Care services to individuals in Winnebago and Manitowoc Counties. Then in January of 2015 Lakeland Care became the second Family Care option for people living in Calumet, Outagamie and Waupaca Counties. Later in 2015, the LCD expanded Family Care services to people living in seven Northeastern Wisconsin counties including Brown, Door, Kewaunee, Marinette, Menominee, Oconto and Shawano.

Throughout this growth **Lakeland Care has focused on its core mission: to enrich members' lives by honoring their values through high quality, cost-effective long-term care.** We take member-centeredness, customer satisfaction and sound stewardship of taxpayer dollars very seriously and have worked hard over the years to remain programmatically and fiscally sound. Lakeland Care collaborates with members and providers to develop cost-effective member care plans. Together, we achieved a modest budget surplus in our second year post-expansion, and every year thereafter until the 2015 expansion year. Throughout this five-year period, quality and member satisfaction levels have remained high.

2015 marked a year of significant growth for the LCD. Despite the challenges posed by our latest expansion and its associated short-term financial loss, Lakeland Care remains in a strong position in both its legacy and new regions as we maintain our historic record of careful resource management and fiscal stability. Low staff turnover rates coupled with stable organizational leadership continue to drive the organization's overall success.

Wisconsin's Family Care program is dynamic and constantly evolving to best serve members. In 2015, much discussion occurred over possible changes to the program and delivery systems. Pending further review and approval at the state and federal levels, it is uncertain at this time as to what changes will ultimately occur to Family Care.

State laws governing public long-term care districts like the LCD have also changed to allow districts to convert to nonprofit business structures. **The LCD's Board of Directors and senior staff are currently exploring options related to the potential offered by these alternative business structures, as well as potential Family Care program changes.**

Looking ahead, **Lakeland Care is well-positioned for the Family Care program of the future** and to weather the challenges posed by a multitude of program and industry changes. We are excited about the new opportunities associated with these changes, and optimistic for Lakeland Care's future delivering high-quality, cost-effective services to Family Care members.



Katie Mruk,
Chief Executive Officer



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Putting Members First

Members Come First

Lakeland Care is member-centered and mission driven, not profit driven. Each member is part of a team with a care manager and a registered nurse, and anyone else they want included in their care team. Together, the team creates a member-centered plan designed to achieve each individual's long-term care goals by identifying the natural supports already in place, and then the services and supports needed to ensure each individual's health and safety.

As another option to care management, members may choose to self-direct some or most of their own services. Self direction provides an added element of individualization in Family Care.

[At Lakeland Care, members are at the center of all we do.](#)

Ninety-five cents of every dollar spent at Lakeland Care supports members' services. We focus on meeting members' needs in the manner that is best for them. For those individuals who wish to work, Lakeland Care helps them achieve that goal. Lakeland Care members' rate of employment, at 23.5%, exceeds the Family Care industry average.

[Our guiding principles shape our work with members and families.](#)

At its inception, Lakeland Care staff created a set of member-centered Guiding Principles that establish a foundation for all interactions with members, families, the public and each other. Those bedrock principles include: Teamwork, Respect, Accountability, Customer Service and Communication. These standards keep us striving for excellence in all we do, and help us continually improve our administration of Family Care.

Meet Ron:

Ron, a 77-year old veteran with advanced Alzheimer's Disease, lives at home with his wife. Over time, his disease had caused him to resist care from her and he did not sleep well. His wife became exhausted and her own health declined, so she considered moving Ron to a nursing home.

Once enrolled in Lakeland Care, Ron received respite so his wife could maintain her support for him. Though other supports were indicated, Ron refused needed care. Friends began expressing their concerns for both Ron and his wife.

Transportation and adult day services were scheduled so that Ron could receive needed care during the day instead of moving to a nursing home. However, Ron did not wish to leave his home daily and the team and family were losing hope that keeping him home would be possible. Through patience and persistence, Ron's wife and the team were able to persuade him to begin accepting these services. Over time he grew comfortable with them so that he was able to stay at home.

Through persistence, teamwork, patience, and great communication, Lakeland Care was able to successfully meet Ron's needs. He and his wife continue to live happily together at home.

Partnering With Providers

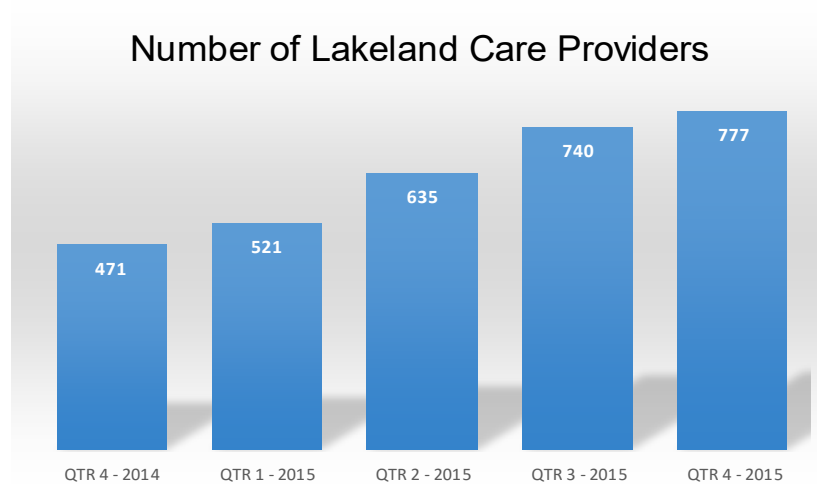
The Lakeland Care Provider Network

Lakeland Care maintains a robust and diverse network of local service providers throughout the region and the state. Everyone at Lakeland Care is committed to maintaining strong, positive relationships with these local businesses as together, we ensure that members receive high quality, cost-effective care and supports. Lakeland is proud to form long-lasting partnerships with service providers as together, we collaborate to best support the individuals we jointly serve.

The organization's sizeable network of providers ensures that members have adequate access to the services and supports they need as well as a variety of choices amongst providers of specific services. Lakeland works with providers to ensure the most effective and cost-effective services and supports are available to meet members' needs.

Lakeland Care's Network Relations staff, housed in local offices throughout the region, ensure that providers receive adequate support for the key aspects of providing services to Family Care members, including such things as understanding and accurately delivering long-term care services as authorized, provision of quality services that safeguard members' health and safety, and submission of timely and accurate claims for payment for services rendered.

Our network of provider partners is constantly evolving to meet members' changing needs, to embrace innovations in care practices, and to utilize technological advances in care and support. In the last year Lakeland Care's network has grown as Family Care expanded into additional North-eastern Wisconsin counties. We now feature almost 800 service providers for members to choose from in meeting their long term care needs.





At Lakeland Care,

At Lakeland Care, quality is everyone’s job. While we employ several people with the word “quality” in their job title, our focus on providing value runs throughout the organization. Whether you’re working with our Business or Care Management Departments, or have questions about a care plan or service claim, we strive to provide all stakeholders with the attention, respect and customer service they deserve.

We achieve this through a variety of mechanisms.

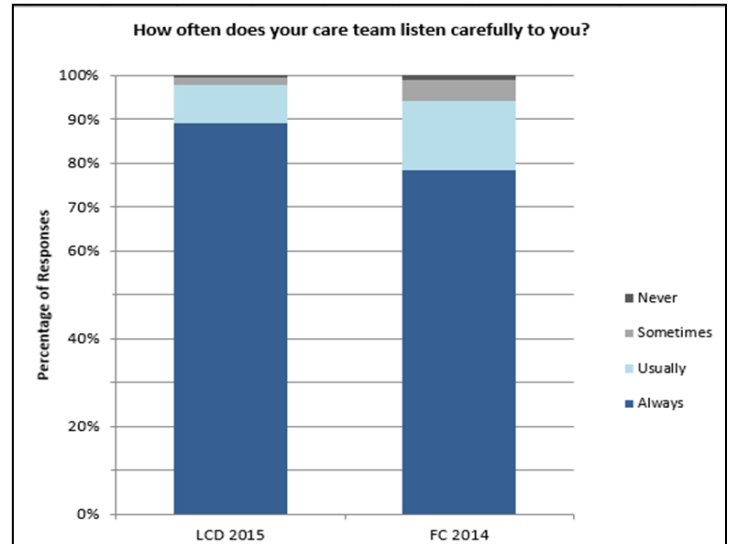
Member Satisfaction Surveys

One key method for receiving member feedback is through the Member Satisfaction Survey. Utilized throughout the Family Care industry, the member survey assists Lakeland Care to determine members’ level of satisfaction with all aspects of their support. Areas surveyed include support by the member’s assigned care team, their Member Centered Plan, and all of the services and supports identified within their plan.

The most recent Lakeland Care survey yielded a response rate of 43% — a remarkable rate of return. Once received, this information is compiled and analyzed to determine what’s working well and areas of potential improvement.

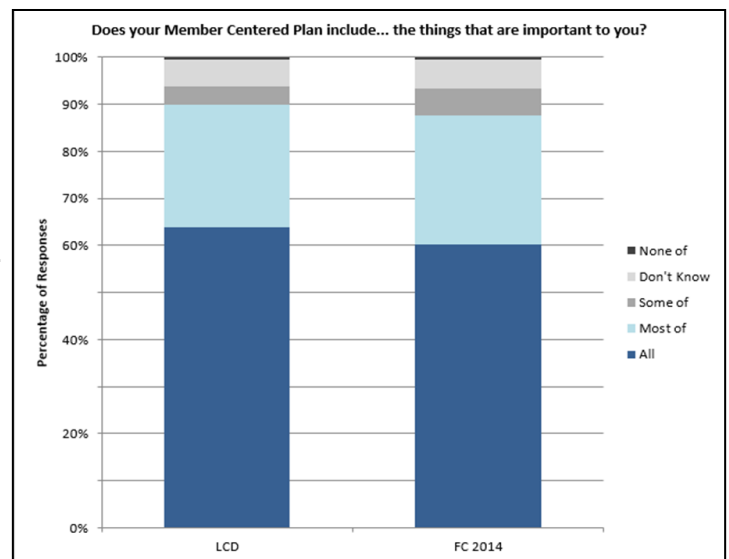
The following graphs illustrate the LCD’s responses compared to the Family Care industry average for two survey questions. The first graph illustrates results for the question “How often does your care team listen carefully to you?” Lakeland Care scored more than ten percentage points above the industry average in the most positive response category. This positive reaction demonstrates Lakeland Care’s commitment to serving members by developing a strong relationship within the entire care team, which always includes the member and anyone else they invite to join.

When Lakeland Care members were asked: “Does your Member Centered Plan include the things that are important to you?” nearly 90% selected “All” or



“Most of the time.” This demonstrates Lakeland Care’s commitment to members through the Member Centered Planning process, by ensuring members receive the services and supports necessary to achieve their outcomes.

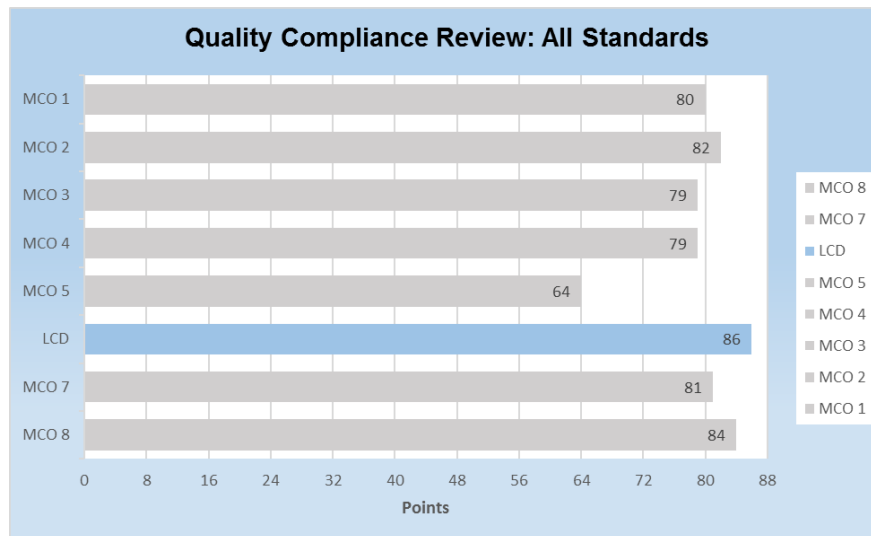
Lakeland Care continues to utilize its member survey as a valuable means to obtain direct member feedback regarding the organization’s overall performance.



Quality is Everyone's Job

Annual Quality Report:

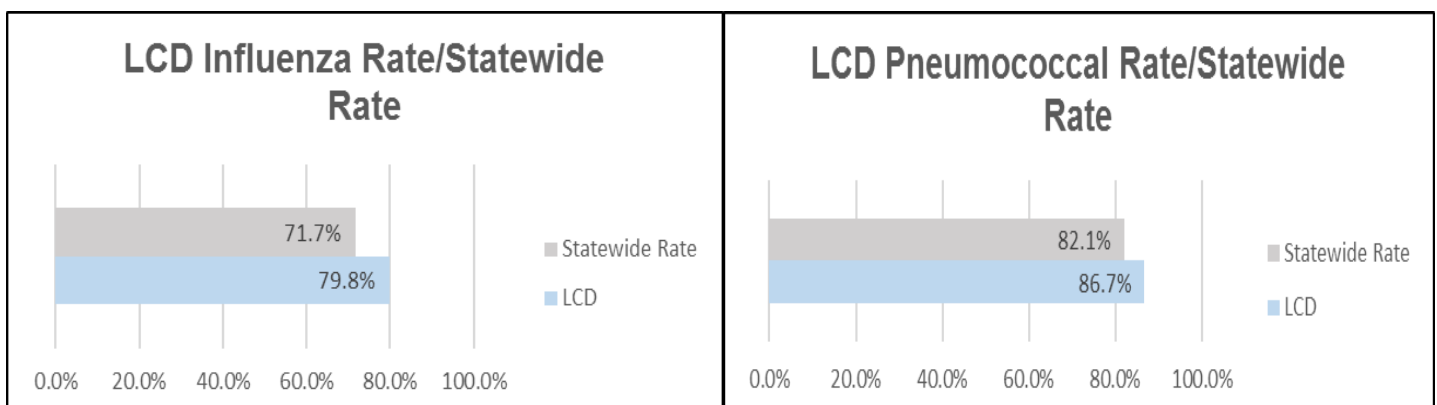
Annually, an independent third party conducts a quality review of Lakeland Care and all other MCOs operating Family Care in Wisconsin. In 2015, Lakeland Care's review resulted in an overall score of 86 out of 88 points, or 97%. As noted in the graph below, the LCD received the highest score amongst Family Care MCOs.



Prevention and Wellness Strategies

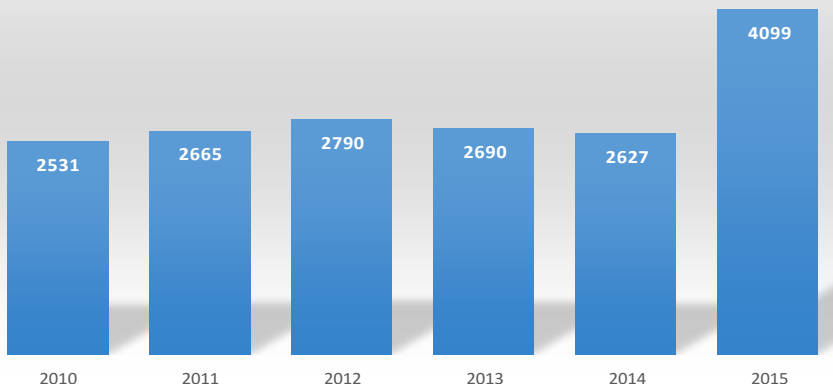
Lakeland Care's prevention and wellness program help members lead healthy lives while managing their chronic health conditions. One preventive activity of focus is immunization against influenza and pneumonia. A review of the most recent influenza vaccination rates below shows that 8.1% more Lakeland Care members are immunized than in the Family Care industry as a whole.

Many Lakeland Care members have multiple, complex health conditions so that contracting pneumonia could significantly affect their lives. As the graph below indicates, 4.6% more Lakeland Care members receive their pneumonia vaccine than the Family Care industry as a whole. Lakeland Care will continue to conduct prevention and wellness for its members and advocate for their good health.

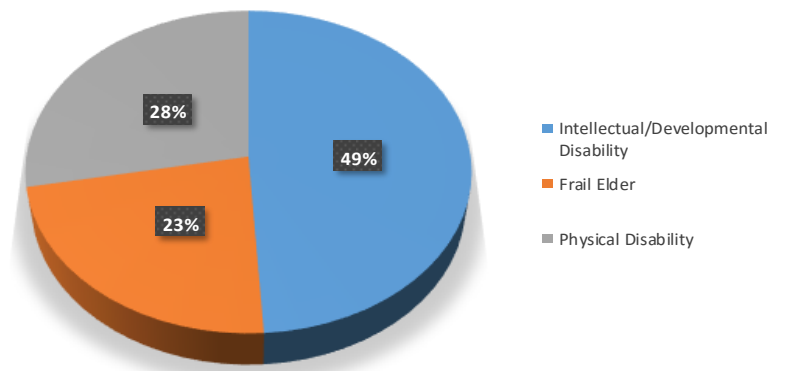


Lakeland Care Member Data

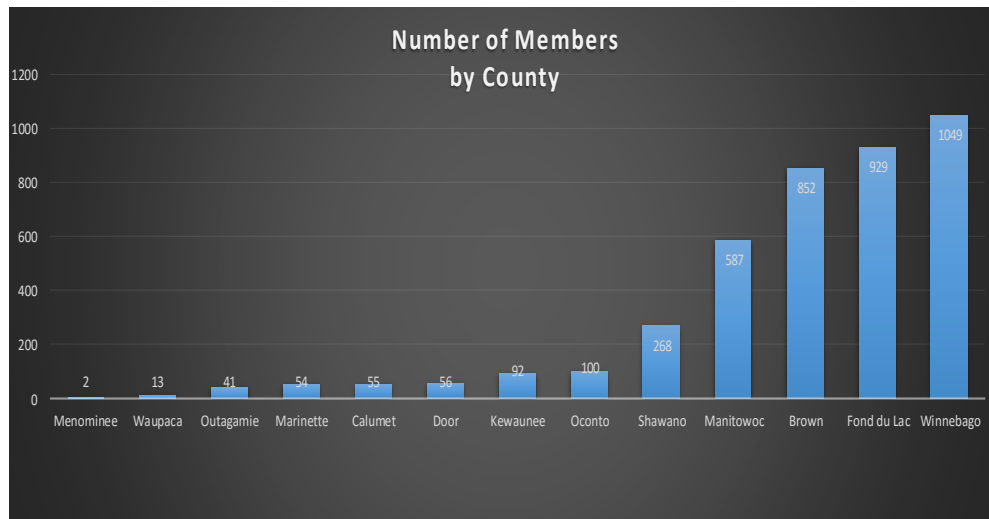
Membership Growth
2010 - 2015



Target Group Mix
as of December 31, 2015



Number of Members
by County



More About Members

Meet Jon:

Jon has an intellectual disability and his parents encourage him to be as independent as possible. At his first meeting with Lakeland Care, Jon's family shared that he tends to get pretty nervous around new people and at times needs assistance communicating.

Since enrolling in Family Care, Jon's self-confidence has grown. He is able to make many of his own decisions about his life and communicates well, provided time and patience. Those close to Jon attribute his new found confidence to his job at a restaurant in Fond du Lac. Jon wanted to work for several years and it seemed like the right opportunity might never be found. But then he completed a work experience at the restaurant, which led to a permanent job.

Jon loves his work and is good at independently completing his job duties. He has begun initiating conversations with others, and has learned to cross the street so in good weather he is able to walk to work by himself, an accomplishment of which he's proud.

Jon is a bright young man who continues to grow and gain self-confidence each and every day. He is a pleasure to talk with and loves to share his knowledge of weather and computers. Those around him look forward to and enjoy these conversations.

Meet Lisa:

Lisa is a 35 year old woman who lost her vision because of a brain tumor. Lisa spent several months in a nursing home, recovering from medical treatment and regaining her strength. She was determined to move back home to her apartment where she had lived.

Through therapy, hard work, strong support and an amazingly positive attitude, Lisa achieved her goal and was able to move back to her apartment. She remains independent in many aspects of her life and believes that some-day medical technology will allow her to see again.



Advisory Committees

Since its inception, Lakeland Care has relied on advice from its Stakeholder Advisory Committee, a group of volunteers representing members and families, providers and community organizations. These supporters provide important insight and feedback regarding member services, challenges and key initiatives. The Committee reports to the Lakeland Care Board of Directors.

Lakeland Care also benefits from the counsel provided by its Provider Network Advisory Council which includes representatives of all types of service providers hailing from all corners of the Lakeland Care service region.

See page 18 for a list of these committee members.



Members at Work

Local Jobs in the Community

What do you do for a living? It's a common question we ask when meeting someone new. Persons with disabilities are no different; they want to work and earn competitive wages, live on their own, and be contributing members of their community. Work helps us all determine who we are in the world.

The Employment First movement is helping community jobs grow to become the first choice of employment for persons with disabilities. Lakeland Care is doing all it can to help its members reach their employment goals, and the data shows that this is working.

"When you are in trouble and need help to remain independent, work with Lakeland Care. They will help you navigate through getting your life straightened out".

LCD Member

"They listened to me. Now I have a voice!"

LCD Member

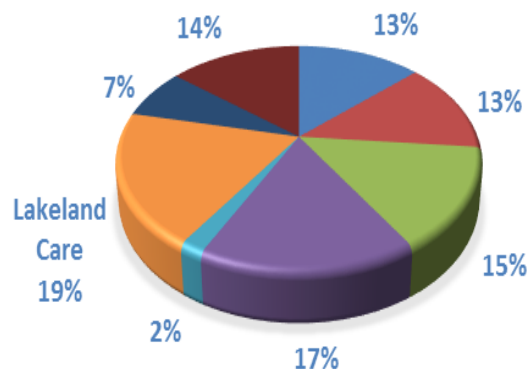
"I feel with the help I receive I should be able to remain independent and stay in my home much longer."

LCD Member

"We're serving mutual members, working together for the common good."

LCD Stakeholder Advisory
Committee Member

PERCENTAGE OF MEMBERS IN INTEGRATED EMPLOYMENT BY MCO



The Lakeland Care District has reported strong community employment numbers for members since 2012. Twice each year, the Department of Health Services gathers employment data for members working in the community and for those working in Facility Based employment.

On average, Lakeland Care has added 28 additional member jobs per year in community employment since reporting has begun. Since community employment is where individuals earn at least minimum wage and work with co-workers who do not have disabilities, this growth is very positive for Lakeland Care members.

Giving Back to Our Communities

Volunteer Time Off / Casual for a Cause

Lakeland Care is part of each community in which our members live and work. First created in Fond du Lac County, Lakeland Care's growth now means we have staff based locally in seven offices throughout the Fox Valley and Northeastern Wisconsin. For years Lakeland Care has invested and volunteered to support causes throughout the communities that we, and our members, call home.

The LCD's Volunteer Time Off policy grants LCD employees additional paid time off to lend a helping hand at area nonprofits. Over the years Lakeland Care's regular "Casual for a Cause" effort has raised over \$55,000 dollars to support hundreds of local charities listed below. Whether it's buying blankets for the homeless, supporting Special Olympics, or participating in local "Shop with a Cop" programs, Lakeland Care staff are invested in, and part of, community-based solutions throughout Northeastern Wisconsin.

Make-A-Wish Foundation
Ruby's Pantry
American Red Cross
Craig Birkholz Memorial Fund
FDL Optimist Club
Military Family Support
North East Wisconsin Coats for Kids Campaign
Relay for Life
Children's Hospital Milwaukee
Kids B Fit
Shaun Novak Memorial Fund
My Team Triumph
Salvation Army - Oshkosh
Relay for Life - Fond du Lac
Rebuilding Together
Wolf River Habitat for Humanity
Habitat for Humanity - Oshkosh
St. Vincent's Ped Oncology Unit
Relay for Life - Manitowoc
Juvenile Diabetes Research Foundation
School Supplies
Walk to End Alzheimer's
Charlie Knuth Fund
Ruby's Pantry
Hope House
Walk to End Alzheimer's
Down Syndrome Awareness
Shop with a Cop - Fond du Lac
Shop with a Cop - Manitowoc
Shop with a Cop - Oshkosh
Old Glory Honor Flight
The ALS Association
Solution Center Warming Shelter
Lakeshore Grief Support
Fond du Lac's Food Pantries
Salvation Army - Manitowoc
Salvation Army - Oshkosh
Humane Society - Fond du Lac
Special Olympics - Polar Plunge
American Heart Association - Fond du Lac
City of Manitowoc Zoo
St. Baldrick's Foundation
Shop with a Cop - Oshkosh
Healthy Teeth Committee
Day by Day Warming Shelter
Fond du Lac Samaritan Free Clinic
Mariner's Trail
Father Carr's Place
Fond du Lac Pool Pass Program
Aid Resource Center of Wisconsin
Plz Give the Keys
Hollyland Donkey Haven

Manitowoc Co. Big Brothers Big Sisters
Oshkosh YMCA Strong Kids
Project Linus
The Haven of Manitowoc County
Oshkosh Bike Program
Operation A Sister's Love
Touched Twice Clinic of Manitowoc
Alzheimer's Walk of FDL County
Casa Hispana
Crivitz Food Pantry
Alzheimer's Walk - Two Rivers
National Alliance for Mental Illness (NAMI)
Down's Syndrome Awareness Walk
Wounded Warrior Project
New Beginnings Pregnancy Care Center
Shop with a Cop - Oshkosh
Local Food Pantry
Shop with a Cop - Fond du Lac
Saving Paws Animal Rescue
Give to L.I.F.E.
Timeslips
Lakeshore Humane Society
Tim Garvey Family Benefit
Save a Smile Dental Program
Polar Plunge Oshkosh
Kathy's House
Fond du Lac Literacy Services
Shamrocks Against Dystrophy
Shop with a Cop - Manitowoc County
Humane Society - Manitowoc
Community Clinics Healthy Teeth
My Team Triumph
Fondy Food Pantry
Christine Ann Domestic Abuse Services, Inc.
Being There Reaching Out - Wisconsin Relay for Life - Oshkosh
Families of the Fallen
Old Glory Honor Flight
Lupus Foundation
Shaun Novak Memorial Fund
Whisper Hills Clydesdales
Caring Bridge
River Valley Outdoorsmen
Matt Kolbe Memorial Fund
Lakeside Park Petting Zoo
United Way Stuff the Bus
Kan Cool Back to School Supplies
Salvation Army Back to School Supplies
Fox Valley Warming Shelter
Take 5 Club
Mahala's Hope
Step 'n Stones
Children's Oncology Services Camp

Wisconsin Vest a Dog
Veterans Trek
Oshkosh Inclusive Park Project
Manitowoc Co. Domestic Violence Center
Fond du Lac Symphonic Band
Stock the Shelves Campaign
Manitowoc Co. Shop with a Cop
Green Bay Area Humane Society
Friends of Outagamie County Cemetery
Solutions Warming Center
Day by Day Warming Shelter
Lakeshore Humane Society
Solution Center Warming Shelter
Polar Plunge in Oshkosh
Go Red for Women
Habitat for Humanity Windy City Project
Jesse Pickett Memorial Fund
LCD Social Committee
Lions Eye Bank of Wisconsin
The Crossing of Manitowoc County
Salute the Troops of Wisconsin
Dancing with Little Stars
Multiple Sclerosis Awareness Run
Autism Society of the Lakeshore
Children's Oncology Services Camp
United Singers of Fond du Lac
Prevent Suicide of Manitowoc County
Tim Garvey Family Benefit
Hope & Care Center of Oshkosh
Lakeside Park Flower Program
Matt Kolbe Memorial Fund
Oshkosh Police Mobile Command Unit
Two Rivers Hospital Equipment Program
Fond du Lac Relay for Life
Teachers Closet
Lakeshore Humane Society
Shop with a Cop - Manitowoc
Project Linus of Fond du Lac County
Safety & Wellness Committee
Rethink Addiction Run
Alzheimer's Walk - Two Rivers
Alzheimer's Walk - Fond du Lac
Run with the Cops - Special Olympics
Relay for Life - Manitowoc
Mishicot Pink Heals of Manitowoc County
Shop with a Cop - Fond du Lac
Father Carr's Food Pantry
Two Rivers/Mishicot Ecumenical Food Pantry
Food for Thought Food Pantry
Shop with a Cop - Oshkosh
House of Hope
Shop with a Cop - Manitowoc
Solution Center Warming Shelter

New Employee Orientation Luncheon Fund
The Friendship Place
Manitowoc County Polar Plunge
Operation A Sisters Love
Go Red for Women
Oshkosh Polar Plunge
Big Brothers Big Sisters of Manitowoc County
Muscular Dystrophy Shamrock Campaign
Lakeshore Humane Society
Whisper Hills Clydesdales Special Needs Foundation
Tim Garvey Family Benefit
Jaunt for Jonah
Autism Society of the Fox Valley
Two Rivers Neshotah Beach Pavilion
Juvenile Diabetes Research Foundation Walk
Juvenile Diabetes Research Foundation Walk - Neenah
US Army Spc. Shaun Novak Memorial Fund
Relay for Life - Fond du Lac
Alzheimer's Go Purple Day
My Team Triumph
Over the Edge
KAN Cool for School - Manitowoc County
Community Closet Cool for School
Alzheimer's Walk - Two Rivers
Alzheimer's Walk - Fond du Lac
Friends of Outagamie County Cemetery
Making Strides Against Breast Cancer Walk
North East Wisconsin Coats for Kids Campaign
Coats for Kids Campaign
Shop with a Cop - Fond du Lac County
Solutions Warming Center of Fond du Lac
Hope House Homeless Shelter of Manitowoc County
Humane Society - Oshkosh
Day by Day Warming Shelter of Oshkosh
Manitowoc Polar Plunge
Oshkosh Polar Plunge
Shawano Area Matthew 25 Shelter
Blanketing Brown County
Go Red for Women
Jaunt for Jonah
National Kidney Foundation of Wisconsin
Hope House Homeless Shelter
Wisconsin Special Olympics - Basketball
Book Worms
Friends of Autism
Habitat for Humanity - Manitowoc
Fond du Lac Literacy Services
Juvenile Diabetes Walk in Neenah
US Army Spc Shaun Novak Memorial Fund

2015 Financial Year in Review

Overview

2015 was a significant growth year for Lakeland Care in several areas. First, the organization began offering services in Calumet, Outagamie and Waupaca Counties in Northeastern Wisconsin on January 1, becoming the second provider of Family Care to operate in those counties. This is known as Geographic Service Region (GSR) 10.

Next, beginning in June of 2015, Lakeland Care was part of the Family Care program expansion to seven additional Northeastern Wisconsin counties including: Brown, Kewaunee, Door, Shawano, Oconto, Marinette, and Menominee. This area is known as GSR 13. To date 1,427 members additional members have been added in this region. Lakeland Care competes with another MCO for members there.

To support the growth described above, Lakeland Care opened four offices in Algoma, Green Bay, Crivitz, and Shawano, and added 85 staff.

Member Enrollment

Lakeland Care completed the year with 4,099 members, which represents a 56% growth rate from the prior year. Overall target group distribution for members includes: 49.0% developmentally disabled, 27.9% physically disabled, and 23.1% frail elderly, while 2.64% members were served in the non-nursing home level of care. The table below shows the distribution of LCD members by target group and region.

	2015 Members			
	DD	FE	PD	Total
GSR 9	1,212	525	827	2,564
GSR 10	33	49	26	108
GSR 13	765	373	289	1,427
LCD	2,010	947	1,142	4,099

Budget

To support this growth, Lakeland Care's operating revenues increased by \$30,049,552, or 29.2%, in 2015. The table below provides the Key Ratios for the Lakeland Care District. Direct Member Service Costs ended the year at 83.8% of revenue. Although this measure increased in 2015 due to expansion, the LCD remains consistent with the industry average of 83.1%. Lakeland Care's other cost measures, Care Management and Administration as a percent of revenue, both decreased over 1% during the course of the year as LCD continues to operate efficiently.

Key Ratios	2015 Actual YTD	2015 Budget YTD	2014 Audited YTD
Member Service Costs	83.82%	82.60%	81.47%
Care Management	12.57%	13.67%	13.59%
Combined Member Costs	96.39%	96.27%	95.06%
Administration Expense	4.54%	5.21%	5.07%

Solvency:

In 2015 Lakeland Care's Solvency Funds and the Restricted Requirements totaled over six million dollars. This included Working Capital of \$3.2 million; Restricted Reserves of \$2.1 million; and Solvency Funds of \$750,000. The LCD met these requirements throughout 2015 and in fact exceeded them by over \$6.3 million, or 102%.

Lakeland Care exceeds its working capital and restricted reserve requirements by over \$6.2 million.

2015 Financial Report

Condensed Financial Information

Statement of Net Position December 31, 2015

	2015	2014
ASSETS		
Current Assets	<u>\$27,675,032</u>	<u>\$20,996,041</u>
Noncurrent Assets		
Restricted cash and investments	\$2,836,996	\$2,733,249
Net Capital assets	\$1,043,621	\$212,844
Other Assets		
Net Pension asset	<u>\$1,676,070</u>	<u>\$0</u>
Total Noncurrent Assets	\$5,556,687	\$2,946,093
TOTAL ASSETS	<u>\$33,231,719</u>	<u>\$23,942,134</u>
Deferred Outflows of Resources		
Deferred Outflows related to pension	<u>\$1,830,198</u>	<u>\$0</u>
LIABILITIES		
Current Liabilities	<u>\$18,164,494</u>	<u>\$9,433,826</u>
Deferred Inflows of Resources		
Deferred Inflows related to pension	<u>\$25,801</u>	<u>\$0</u>
NET POSITION		
Net Investment in Capital Assets	\$1,043,621	\$212,844
Restricted		
Other	\$2,836,996	\$2,733,249
Pension Benefits	\$3,480,467	\$0
Unrestricted	<u>\$9,510,538</u>	<u>\$11,562,215</u>
TOTAL NET POSITION	<u>\$16,871,622</u>	<u>\$14,508,308</u>

2015 Financial Report

Statements of Revenue, Expenses and Changes in Net Position

For the Year Ended December 31, 2015

	2015	2014
Operating Revenues		
Medicaid Capitation	\$113,848,149	\$90,614,876
Other	\$19,120,691	\$12,304,413
	<hr/>	<hr/>
Total Operating Revenues	\$132,968,841	\$102,919,289
	<hr/>	<hr/>
Operating Expenses		
Direct Member Service Expenses		
Total Long -term Care services	\$113,891,539	\$86,124,477
Care Management Expenses		
Care management	\$14,696,866	\$12,314,730
Depreciation	\$155,503	\$212,559
Total Care Management Expenses	\$14,852,369	\$12,527,289
Administrative Expenses		
Wages and benefits	\$4,346,523	\$3,320,537
Other	\$812,307	\$1,062,278
Total Administrative Expenses	\$5,158,830	\$4,382,815
	<hr/>	<hr/>
Total Operating Expenses	\$133,902,738	\$103,034,581
	<hr/>	<hr/>
Operating Income (Loss)	(\$933,897)	(\$115,292)
	<hr/>	<hr/>
Nonoperating Revenues (Expenses)	(\$27,979)	\$187,313
	<hr/>	<hr/>
Change in Net Position	(\$961,876)	\$72,021
	<hr/>	<hr/>
Net Position - January 1	\$14,508,308	\$14,436,287
	<hr/>	<hr/>
Cumulative Effect of change in accounting principle	\$3,325,190	\$0
	<hr/>	<hr/>
Net Position - January 1, restated	\$17,833,498	
	<hr/>	<hr/>
Net Position - December 31	\$16,871,622	\$14,508,308
	<hr/>	<hr/>

Lakeland Care Board of Directors



Strategically aligned with the Lakeland Care Mission and Vision, the Board of Directors guides all actions and decision making. Board members, their job titles, city of residence and years of service to Lakeland Care are listed below.



Jim Brey
Chair
Receiving Coordinator
Manitowoc
Member Since 2009



Jim Kozičkowski,
Vice Chair
Retired
Neenah
Member Since 2009



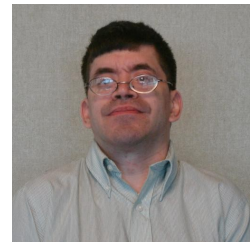
Allen Beuchel
Secretary
County Executive
Fond du Lac
Member Since 2009



Judy Goldsmith
Retired
Fond du Lac
Member Since 2011



Larry Lautenschlager
Retired
Oshkosh
Member Since 2013



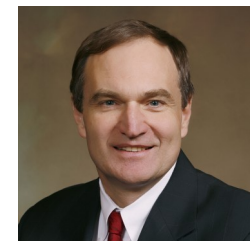
Todd Moely
Fitting Room Operator
Fond du Lac
Member Since 2009



Tom Otto
Retired
Oshkosh
Member Since 2013



Judy Ruggirello
Retired
Manitowoc
Member since 2009



Bob Ziegelbauer
County Executive
Manitowoc
Member Since 2009

Lakeland Care Advisory Committees

Provider Network Advisory Committee

Lynn Seidl Babcock

Mary Beth Borek

Nancy Bortolameo

Jennifer Burgess

Ann Calnin

Rachel Christian

Marcia Christiansen

Bill Christensen

Jim Conley

Sandy Detert

Luke Duncan

Dr. Christine Enslin

Damon Frei

Tim Frey

Cassie Gayhart

Christine Glidden

Bev Gudex

Vicky Gunderson

Steve Hendrikse

Kim Hlvaka

Michael Jackson

Kathy Jackson

Judy Jones

Deb Keil

Tom Keil

Justin Krueger

Jim LaCourt

Chad Liptow

Susan McClone

Jennie Moore

Patty Nagle

Gayle Petrilli

Theresa Pichelmeyer

Barb Salemi

Annette Schisel

Al Schraeder

Sandy Silcock

Mary Stueber

Wendy Schaefer

Pam Schutz

Lori Urbschat

Kay VandeZande

Kristin Veleke

Gary Wagner

Stakeholder Advisory Committee

Al Schraeder, Chair

Bonnie Badura

Ginger Beuk

Lori Boushele

Joni Ericson

Tom Kiel

Mary Resheske

Kyle Wier

Margaret Winn



Senior Leadership Team



Katie Mnuk
Chief Executive Officer

Katie has served as C.E.O. of the Lakeland Care District since its inception in 2010. Under her leadership Lakeland Care has operated as a fully integrated organization, maintaining fiscal and programmatic integrity through multiple expansions and achieving cost-effectiveness while sustaining high member satisfaction levels and service quality. Prior to assuming her current role Katie led the planning effort that created Lakeland Care, and before that she helped develop and market a first-of-its-kind statewide health insurance cooperative for Wisconsin farmers and agribusinesses. Katie previously served as Executive Director of the Wisconsin Women's Council. Her work experience in state government includes Chief of Staff, Policy Analyst and constituent services positions in both the Wisconsin State Senate and Assembly, and public policy and executive team roles at two state agencies. Katie holds a Bachelors degree in Political Science and English from the University of Wisconsin-Madison. She is a licensed health insurance professional and is appointed to the Wisconsin Women's Council Board.

Dan is a Certified Public Accountant with extensive experience in professional accounting, budgeting, and financial analysis. Dan has been the financial leader for Lakeland Care District since its inception in 2010. Under Dan's direction Lakeland Care was the first expansion MCO to record a surplus position in their second year of operations, and Lakeland Care District has met or exceeded solvency requirements every year of its existence. Before coming to the district Dan served as the Director of Finance for Medical Associates of Menomonee Falls where he was responsible for oversight of Finance, Accounts Payable, Purchasing, Central Supply, Central Sterilizing, and the Pharmacy. At Medical Associates Dan was a member of the core team for integration and consolidation as Medical Associates merged with Pro Health Care. Dan holds a bachelor of Accounting Business Administration degree in Accounting from the University of Wisconsin – Eau Claire.



Daniel A. Bizub
Chief Financial Officer



Sara Muhlbauer
Chief Operations Officer

Sara has worked in long-term care and health care since 1992 and has nineteen years of experience as an organizational leader. She has worked in hospitals, nursing homes, ICF/IDD facilities, community residential settings and care management organizations. Sara helped plan the Lakeland Care District and she began working at Lakeland Care when its doors opened in 2010. Over the years she has held multiple roles at Lakeland Care in the Care Management and Network Relations Departments. As C.O.O. Sara is responsible for the overall delivery of services to LCD members through the Care Management, Network Relations, and Quality and Member Supports divisions. Sara holds a Masters in Business Administration degree from St. Ambrose University and a Bachelor of Arts in Business Administration from Mt. St. Clare College.

Senior Leadership Team



Meghan Hyland
Quality and Member
Supports Director

Meghan has worked in Family Care since 2001 and held a number of positions, across multiple departments, before becoming the Quality and Member Supports Director at Lakeland Care in 2010. In that role, Meghan directs Lakeland's Quality department which improves organizational quality, mitigates member and provider risk, and promotes service excellence; the Member Supports department which resolves member appeals and grievances and promotes best practices to uphold member rights and perspectives throughout the care planning process; and the Functional Screening department which promotes continuous member enrollment through timely and proper screening. Meghan holds a Master of Social Work degree from the University of Wisconsin – Milwaukee, and is certified by the State of Wisconsin as an Advanced Practice Social Worker.

Terry has served as Lakeland Care's Business Director since January, 2015; previously she was the LCD's Fiscal Analysis Manager. The Business Division supports the LCD's service divisions by providing facility, financial, and support services. Business Division responsibilities include enrollment and eligibility coordination, member liability, office support, claims payment, accounting, cost analysis, and resource management. As Business Director, Terry reviews and develops new business procedures, implements improvements, and guides business staff in pursuing efficiency and effectiveness. She has worked with the LCD since its inception, and was responsible for accounting for the LCD's predecessor Family Care pilot program, Creative Care Options of Fond du Lac County. Throughout her 35 years of business and accounting work Terry has held a variety of roles including claims payment, cost accounting, accounts payable, billing, budgeting, and fiscal analysis.



Terry Keller
Business Director



Mike Kristmann
Network Relations Director

Mike is a recent addition to the Lakeland Care District team and he oversees our Network Relations Division. Developing and maintaining a robust provider network is a crucial element of Lakeland Care's success. In addition to the recent expansion in Northeastern Wisconsin Mike will continue to focus efforts on expanding the provider network throughout the Lakeland Care region. Mike understands that strong partnerships with providers drives the best care for Lakeland members, and fulfills that mission with open communication and trust. Mike has over 13 years of experience in the insurance industry, particularly in the long-term care and Medicare markets. He worked nearly a decade as an independent agent and most recently served as president of a regional insurance agency for four years. Mike has a Bachelor of Science degree in Business Administration from Marian University and is actively involved in the Marian Alumni Board.

Senior Leadership Team



Debra A. Kurek
**Care Management
Services Director**

Deb has worked in Family Care since the program began in 2000, initially as a nurse care manager and then as a Care Management Supervisor for Creative Care Options of Fond du Lac County, the predecessor to the Lakeland Care District. Prior to working in Family Care, Deb was Director of a Home Health Agency for 15 years. As Lakeland Care's Director of Care Management Services, Deb is responsible for operationalizing care management. Deb's passion is supporting Lakeland Care members and she recognizes success when members receive high quality, cost-effective care and support delivered through an integrated team approach. Deb promotes strong preventive services, and understands the key role they play in supporting members' overall wellbeing. Deb holds a Master of Science degree in Nursing from the University of Wisconsin-Oshkosh, and a Bachelor of Science degree in Nursing from Viterbo University.

Terry has over twenty years of experience in the planning, design, implementation and operation of Information Technology systems in both the public and private sectors. Terry joined the Lakeland Care District shortly after it was formed, was integral in development of the organization's business, office and communications systems, and has managed them ever since. Currently he is responsible for strategic planning, managing and directing all company-wide IT infrastructure, enterprise applications, the helpdesk, and information systems projects. Terry oversees management of a variety of hardware and software systems in support of the Lakeland Care District's seven offices and works with other senior leaders to establish company IT initiatives in support of proper alignment of overall business goals. Prior to joining the Lakeland Care District, Terry managed IT and Facilities operations at a private sector manufacturer. He holds a Bachelor of Science Degree in Computer Science Engineering from the Milwaukee School of Engineering.



Terry Schmid
IT Network Director



Suzanne Sinjakovic
Human Resources Director

Suzanne has nearly 25 years of human resources experience with expertise in leading HR initiatives including policy design, compensation, performance management, recruiting, compliance reporting, HRIS implementation, HR workflow development, diversity and inclusion, training and development, and benefits administration. She is passionate about helping people and teams excel. Suzanne's has worked as an Associate Director of Human Resources at Moraine Park Technical College where she managed the contract and certification process for faculty and also taught HR courses as an adjunct faculty member. Before that, Suzanne spent 10 years as a Senior Human Resources Consultant for Agnesian HealthCare where she managed recruitment and employee relations for various units and created the Ministry's Inclusion and Diversity plan. Suzanne holds a Bachelor's Degree in Business Administration with a major in Human Resources Management from Marian University. She is a member of the Society for Human Resource Management and a member of the Fond du Lac Area Human Resource Association Board.

Lakeland Care: Seven Offices in Wisconsin

Algoma

305 Steele Street
(877) 227-3335

Crivitz

308 Henriette Avenue
(877) 227-3335

Fond du Lac

N6654 Rolling Meadows
Drive
(920) 906-5100

Green Bay

2985 Ridge Road
(877) 227-3335

Manitowoc

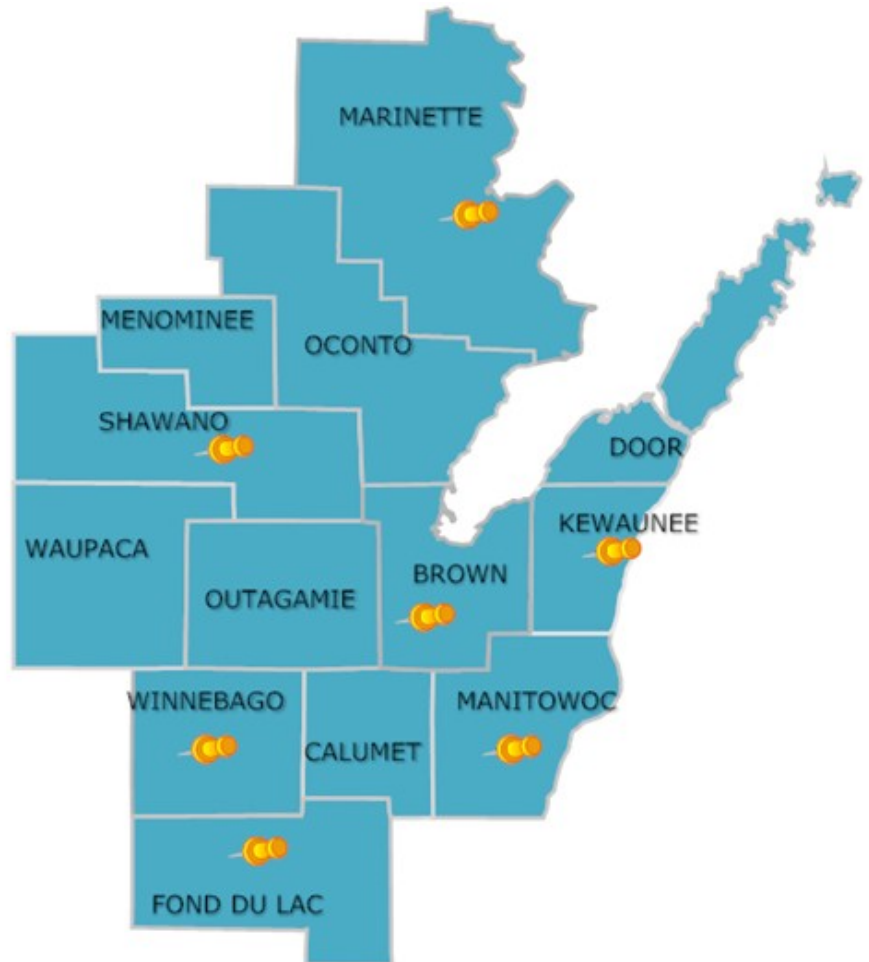
3415 Custer Street
(920) 652-2440

Oshkosh

500 City Center
(920) 456-3200

Shawano

707 E. Elizabeth Street
(877) 227-3335



The Lakeland Care District offers the Family Care program under a contract with the Wisconsin Department of Health Services/Medicaid.

“My life has changed for the better.” **“We are very happy and pleased with our care team. They go above and beyond to help our son in every way possible.”** *“Everyone she has worked with has been understanding and supportive in allowing her to make choices and follow through with them.”* **“The care team has helped my son and me through a most difficult time. I believe in many ways they helped save his life. We are in the very best hands!”** *“My Mom’s care manager and nurse have been both compassionate and professional. They are in their professions for the right reasons, and it is evident they truly want to help.”* **“The care managers are truly heaven sent angels for my Dad. I am so happy to have these ladies helping me with Dad’s care.”** *“Keep your caring and compassionate attitude as you presently do!”*

