



LAKELAND CARE

Local. Compassionate. Dependable.

2018 Annual Report



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MISSION:

Enriching individuals' lives by honoring their values through high quality, cost effective care and supports.

VISION:

We are a person-centered organization that coordinates care and supports to build and sustain individuals' success by:

- Delivering high quality, cost-effective options
- Expanding individuals' access and choices
- Enhancing partnerships and resources
- Improving the health and well-being of individuals, families and communities

GUIDING PRINCIPLES:

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

It's been a significant year for both Lakeland Care, Inc. and the Family Care industry. For Lakeland Care, 2018 provided a chance to explore unique opportunities for members, move forward in expansion, and celebrate the successful end to wait lists for people living in seven Northeastern Wisconsin counties: Brown, Door, Kewaunee, Marinette, Menominee, Oconto and Shawano.

The Family Care industry celebrated a notable landmark this year when the program expanded into the last two counties still operating the former waiver system. This growth made Family Care available everywhere in Wisconsin – an important accomplishment capping off more than ten years of expansion work by thousands of dedicated individuals throughout the state!

Lakeland Care continues to see success in its latest growth region of nine counties in Central and North Central Wisconsin. There, we were honored to bring Family Care to four new counties (Florence, Forest, Oneida and Vilas) and become an option for members in five current Family Care counties (Langlade, Lincoln, Marathon, Portage and Wood). By the close of 2018 Lakeland Care was supporting more than 500 members in the region.

Lakeland Care is proud to be the first Family Care Managed Care Organization (MCO) to offer Family Care in partnership with American Indian tribes. In 2018 we joined the Department of Health Services in three-way agreements with the Menominee Indian Tribe and the Oneida Nation, to facilitate delivery of care management services to American Indian members through the Indian Health Care Providers. More information about those trailblazing arrangements is shared later in this report.

In another 'first' this year, Lakeland Care implemented a unique agreement to improve support for individuals dually eligible for Family Care and Medicare by providing care management services under contract with a Medicare Advantage plan called Lakeland Care +Health. Since more than 80% of Family Care members also receive Medicare services, this venture provides opportunity for better care coordination for members while enhancing Lakeland Care's proficiency in health care.

Beyond these unique opportunities for Lakeland Care, 2018 also was a year of programmatic change in the Family Care industry as Pay for Performance for long-term care was instituted, focusing on member satisfaction standards. Family Care MCOs have historically measured members' satisfaction each year, but beginning in 2018 this effort was assumed by the State of Wisconsin. A portion of MCOs' monthly capitation revenues were withheld pending earn-back for achieving certain scores on questions, and MCOs could also earn bonus funds for exceptional performance. It's anticipated that Pay for Performance measures will continue to expand so that MCOs like Lakeland Care will continue to assume additional financial risk for Family Care program success.

While contraction in LCI's capitation rates made 2018 a challenging financial year, Lakeland Care continued to refine its practices and improve services to Family Care members. In the coming years we hope to continue to innovate and improve our great Family Care services with more comprehensive care management opportunities, all the while continuing to keep Lakeland Care members at the center of all we do.

Sincerely,



Katie Mnuk, CEO
Lakeland Care, Inc.

PUTTING MEMBERS FIRST

At Lakeland Care, members are at the center of all we do:

- Lakeland Care is a member-centered and mission driven organization, not profit driven. Every member we support is part of the team that includes a care manager, registered nurse, and anyone else the member wants 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.
- Ninety-seven 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.
- In addition to the care management Lakeland Care provides, 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 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.

LAKELAND CARE +HEALTH

In January 2018, Lakeland Care began a partnership with Independent Care Health Plan (iCare) to provide a Medicare Advantage Dual Eligible Special Needs (DSNP) plan, the culmination of many months of complex planning.

Statewide, over 80% of Family Care enrollees are eligible for both Medicare and Medicaid. These individuals, also known as "dual eligibles" can choose to participate in a DSNP plan. A DSNP plan is a type of Medicare Advantage plan (also known as Medicare Part C) that can include enhanced benefits and services beyond what is available in a "traditional" Medicare plan. Like Family Care, Medicare Advantage plans are managed health care plans with a care management component. These common elements, combined with the high number of dual eligibility in Family Care, make partnering in a Medicare Advantage plan an attractive endeavor for Lakeland Care. Becoming involved in administering a Medicare Advantage plan also affords Lakeland Care the opportunity to gain knowledge and understanding to most effectively manage members' acute and primary medical care needs.

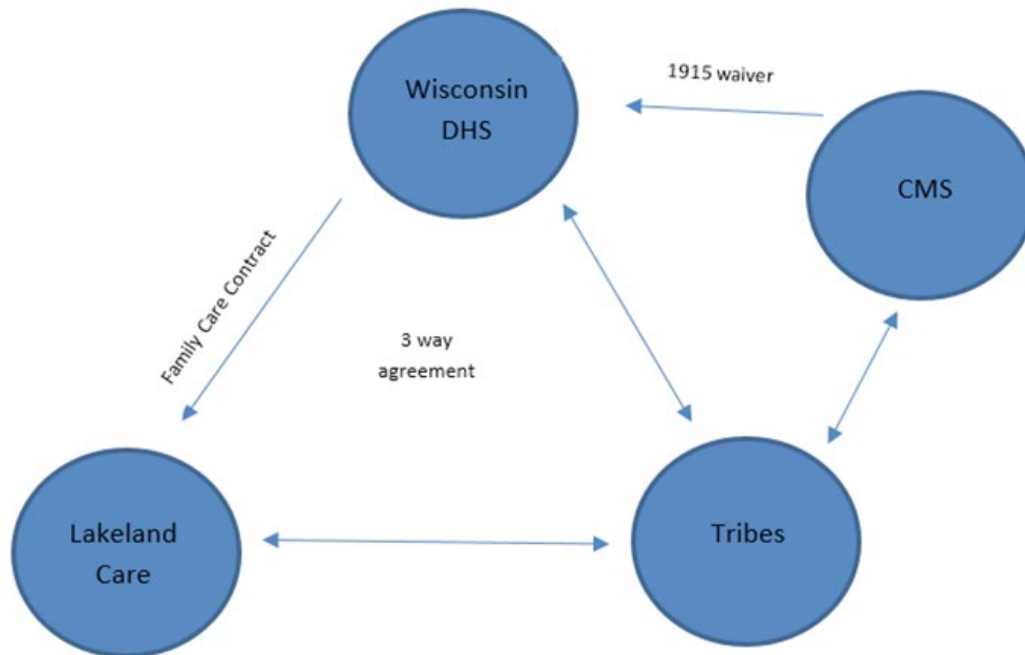
This experience is designed to advance a number of goals including providing higher quality, more integrated support to members; building acute and primary health care management skills into Lakeland Care's existing care management teams; developing a greater understanding of the Medicare managed care program; building relationships with area health care providers; and providing additional revenue. The Lakeland Care +Health plan became an option on the Medicare Advantage market October 1, 2017 for service to enrollees beginning January 1, 2018.



PARTNERSHIPS WITH AMERICAN INDIAN TRIBES

In early 2018, Lakeland Care began a unique and groundbreaking journey in collaboration with the Menominee Indian Tribe of Wisconsin, the Oneida Nation, and the Wisconsin Department of Health Services to facilitate the delivery of care management to eligible American Indian Family Care enrollees through an Indian Health Care Provider. That collaboration culminated in the Lakeland Care Tribal Option becoming available to eligible American Indian Family Care members on July 1, 2018.

Through the cooperation of Lakeland Care and these partners, members of an American Indian tribe can receive culturally competent care management services provided through the Menominee Tribe or Oneida Nation. The figure below shows the relationships between the entities.



Lakeland Care has engaged with staff of each tribe in training on the Family Care program and supporting members transitioning from the legacy programs, and has provided designated mentors for tribal personnel to consult with for support. Together, each of the partners continue to learn and grow in understanding the impact of the program on Tribal Family Care members and how to best provide this level of culturally competent care management. Lakeland Care has also developed a Tribal Advisory Committee with each tribe, to provide a vehicle to regularly exchange information on the long-term care needs of members enrolled with federally-recognized Tribes, and discuss collaborative approaches to address issues and needs within the Family Care program.

What members say about Lakeland Care:

“I’m happy in my own home. I can choose my caregivers. I feel blessed that I found this program.”

“They take the time to know you and your lifestyle - how you want to function in your day-to-day life.”

“They listened to me. I have a voice!”

2018 LAKELAND CARE MEMBER DATA

TOTAL MEMBERS ENROLLED:

5,793

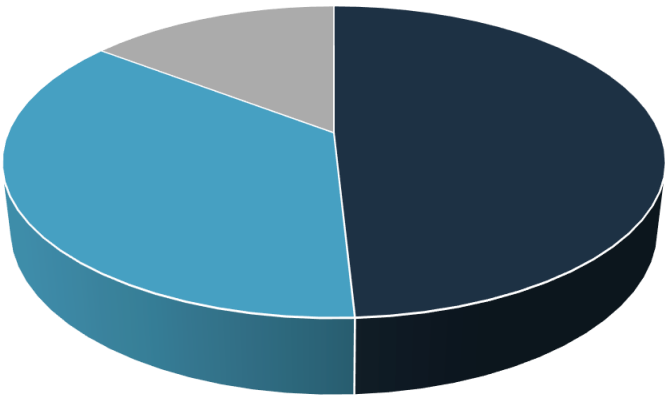


Ethnicity



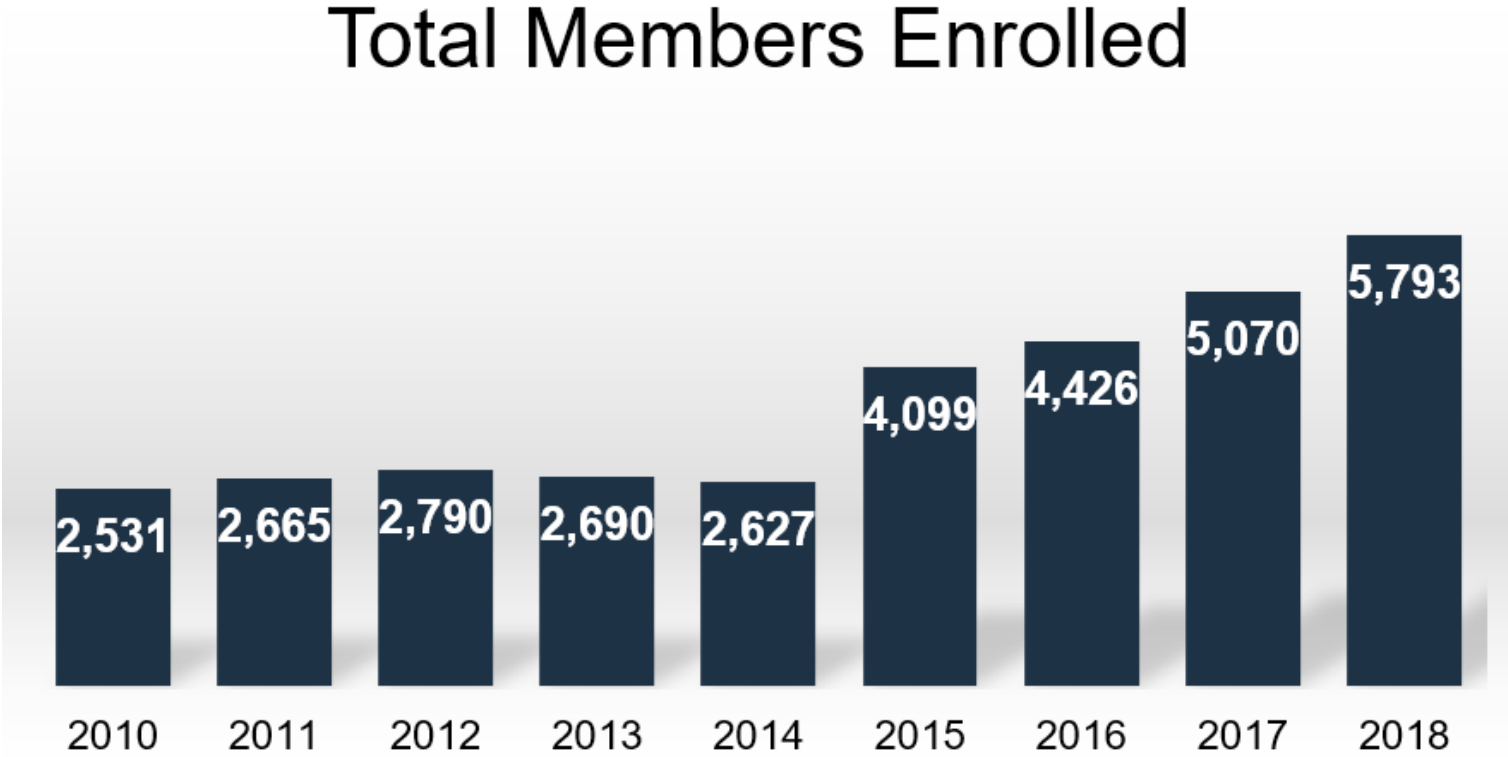
- White
- American Indian or Alaska Native
- Black or African American
- Other
- Asian
- Native Hawaiian or Pacific Islander

Target Group Mix



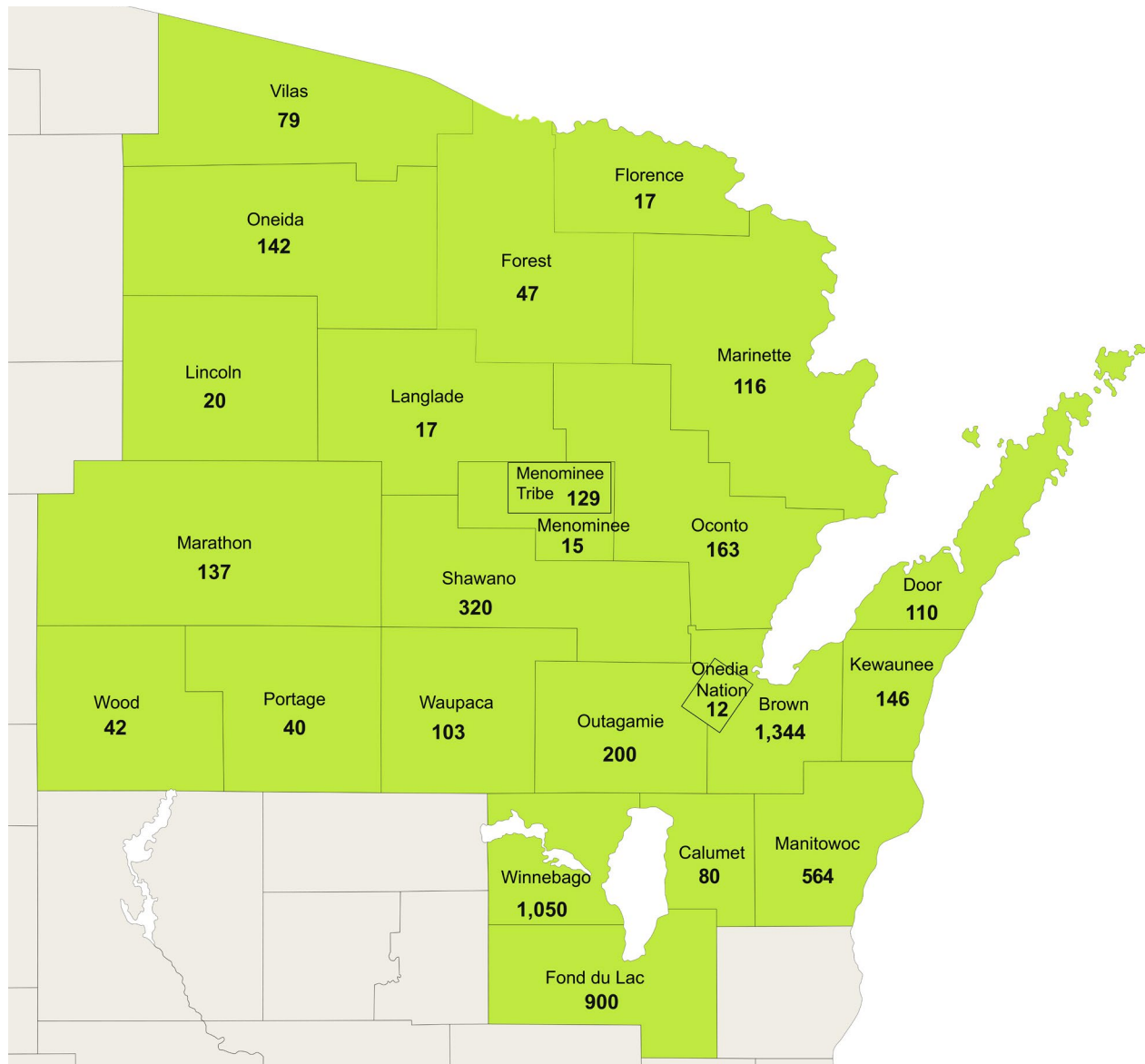
- Intellectual/Developmental Disability.....2,848
- Frail Elder.....2,098
- Physical Disability.....847

Total Members Enrolled



2018 LAKELAND CARE MEMBER DATA

TOTAL MEMBERS SERVED BY COUNTY OF RESIDENCE



MEET ALEX

Alex is a 30-year old woman who leads an independent life. She is involved in her community and meets up with friends for activities. She enjoys going to the zoo, playing bingo, watching movies, swimming, riding her bike, going to the library and out to eat. In Special Olympics, Alex plays flag football and recently went to nationals in Washington, D.C. Occasionally, she volunteers at the Humane Society.

Alex also has a job working in her community. She is a housekeeper at a local hotel, where she independently performs her work duties and receives positive reviews from her supervisor.

Alex has overcome much in her life. Abused as a young child, she then lived in foster care homes until she turned 18. After that, she moved to a group home and then lived in a private adult family home for three years. Now, Alex lives in her own apartment and is proud of the independence she has achieved.

As a member of Lakeland Care, Alex set a personal goal to live on her own without assistance, and she has been working hard to achieve that objective. In 2017, she moved into her own apartment and since then Alex has steadily been decreasing her supportive home care workers' check-ins with her. With their support, Alex has begun to independently schedule and attend her medical and dental appointments, and she has reduced the frequency of assisted shopping trips.

Alex has a great attitude and has already achieved much in her life, but she wants to continue to learn and grow. She enjoys being responsible for herself and appreciates the support she receives from her guardian Lisa, her caregivers, and her care team from Lakeland Care. Soon, she hopes to move in with her boyfriend of three years, get her driver's license, and become her own guardian. Alex is excited about her future and continues to work hard for what she wants. She's focused on achieving her goals so she can live the life of her dreams.



PATRIOTIC EMPLOYER AWARD



Steve Day from Employer Support of the Guard and Reserves (ESGR) presented Anne Baldwin, Care Management Supervisor, with the Patriotic Employer Award. Pictured left to right: Victoria Chapman, Anne Baldwin and Steve Day

Lakeland Care is a proud supporter of our military and veterans. In 2018, Lakeland Care supervisor Anne Baldwin was presented with the Patriotic Employer award.

Anne was nominated by Lakeland Care employee Victoria Chapman, who said, "Anne Baldwin deserves this award for her outstanding accommodations regarding her expectation of my work load before and after my military obligations. Should an issue arise, she is more than willing to work with me to resolve it. She goes above and beyond her role as a supervisor to support all aspects of my life. Anne whole-heartedly wants to see her employees succeed in all areas of their life and will assist with their success in any possible way. Anne is truly the most supportive boss I have ever had in my career field."

Congratulations, Anne. Victoria, thank you for your service to our country!

CULTURAL EVOLUTION: THE PURSUIT OF EXCELLENCE

At Lakeland Care, Inc. (LCI) we value our employees as much as we value the members and communities we serve. As a mission driven organization that strives to enrich the lives of those we support, it's equally important to us that our employees have opportunities for enrichment as well. In 2018, Lakeland Care implemented several key items aiming at fulfilling our employees' personal and professional needs by fostering opportunities for professional growth, nurturing a positive workplace culture and providing increased opportunities for balance between our employee's professional and personal life.



Last year, Lakeland Care expanded our flexible workplace model to enhance an employee's ability to 'work where they work best.' LCI's flexible workplace model assists employees in building strong team relationships with their peers, as well as providing greater balance in their professional and personal lives. Many LCI staff telework at least part time, in the communities that they live in and where they support members. Staff feedback and data indicate this is a strong recruitment and retention tool for Lakeland Care, ultimately helping LCI retain qualified, passionate staff who value this as an employment benefit. Lakeland Care fundamentally believes in supporting staff to effectively conduct work where they are best able to support members is pivotal to maximizing member outcomes and maintaining our strong and diverse workforce.

At LCI, we believe our staff turnover rate reflects our commitment to acquiring and retaining qualified staff and our dedicated efforts toward creating an engaged workplace. We are proud that organizationally, our turnover rate in 2018 was low overall, and even lower amongst Interdisciplinary team (IDT) staff. A low staff turnover rate affords us consistency and quality in the services provided to Lakeland Care members.

Furthermore, LCI recognizes and acknowledges the abundance of internal expertise and skill sets present within our workforce and capitalizes on maximizing employee strengths and talent through promoting from within whenever possible. In 2018, 14 staff accepted promotions to elevated roles within the organization.

In 2018, Lakeland Care began implementing Gallup's Clifton Strengths model, which highlights how each person can use their inherent strengths. This strengths-based philosophy aligns well with Family Care program goals, while helping LCI employees accomplish great things by doing what they naturally do best. This effort continues in 2019 with self-assessments to aid in a deeper awareness of each employee's natural strengths and understanding of how to leverage them to most effectively fulfill our roles, contribute to our teams, and meet our organization's goals.

We recognize that supporting Lakeland Care employees' own personal strengths and encouraging their professional development leads to a more qualified and dedicated workforce to fulfill our mission. The Gallup Strengths Finder has highlighted for each of us our greatest opportunity to succeed by identifying our individual power and edge. This increased self-awareness empowers LCI employees to focus on what they do best each day, fostering a deeper sense of purpose and connection, and adding meaning to our work. When our employees are highly engaged at work and utilizing their strengths, they are more satisfied and productive, which in turn promotes member and organizational success.

Employees' satisfaction positively affects our relationships with LCI members, creates more effective teams, and enhances interactions at home and in the communities we serve. By choosing to support what our employees naturally do best, LCI is embracing an organizational culture featuring energized, productive, passionate individuals who strive to be and do their best every day!

GIVING BACK TO OUR COMMUNITIES



For years, Lakeland Care employees have invested and volunteered to support causes through the communities that we, and our members, call home. Lakeland Care's Volunteer Time Off policy grants Lakeland Care employees paid time off to lend a helping hand at area nonprofits. Over the years, Lakeland Care's regular "Casual for a Cause," now renamed to "CARE for a Cause" effort has raised over \$97,000 dollars to support hundreds of local charities listed below.

\$97,000+

A Life Worth Celebrating - Tim Garvey Family Benefit	Give to L.I.F.E.	Pink Heels Breast Cancer Awareness
Aid Resource Center of Wisconsin	Go Red for Women	Plz Give the Keys
ALS	Green Bay Area Humane Society	Portage County Back to School Drive
Alzheimer's Association of Wisconsin	Habitat for Humanity Manitowoc	Prevent Suicide of Manitowoc County
Alzheimer's Go Purple Day	Habitat for Humanity Oshkosh	Project Healing Waters
Alzheimer's Walk Manitowoc	Habitat for Humanity Shawano	Project Linus of Fond du Lac County
Alzheimer's Walk Fond du Lac	Habitat for Humanity Windy City Project	Rebuilding Together
Alzheimer's Walk Green Bay	Healing Paws	Relay for Life - Fond du Lac
Alzheimer's Walk of the Fox Valley	Healthy Teeth Committee	Relay for Life - Manitowoc
Alzheimer's Walk of the Lakeshore	Henry Leichy	Relay for Life - Northwoods
Alzheimer's Walk Two Rivers	Holyland Donkey Haven	Relay for Life - Oshkosh
Amanda and Peter Torres Family	Hope & Care Center of Oshkosh	Relay for Life - Wausau
American Heart Association - Central	Hope House Homeless Shelter	Rethink Addiction Run
American Lung Association for Influenza Vaccination	House of Hope	Rhineland Area Stuff the Bus Back to School Drive
American Red Cross	Humane Society - Fond du Lac	River Valley Outdoorsmen
Autism Society of the Fox Valley	Humane Society - Manitowoc	Ruby's Pantry
Autism Society of the Lakeshore	Humane Society - Oshkosh	Run with the Cops - Special Olympics
Back to School Fond du Lac	Jaunt for Jonah	Salute the Troops of Wisconsin
Back to School Oshkosh	Jesse Pickett Memorial Fund	Salvation Army - Manitowoc
Being There Reaching Out - WI Families of the Fallen	Juvenile Diabetes Research Foundation	Salvation Army - Oshkosh
Big Brothers Big Sisters of Brown County	Juvenile Diabetes Research Foundation Walk	Salvation Army Back to School Supplies
Big Brothers Big Sisters of Door County	KAN Cool for School - Manitowoc County	Salvation Army Parkview Haven Fire Relief Fund
Big Brothers Big Sisters of FDL County	Kathy's House	SAM25 in Shawano
Big Brothers Big Sisters of Manitowoc County	Kewaunee Area Back to School Drive	Save a Smile Dental Program
Big Brothers Big Sisters of Shawano County	Kewaunee County Food Pantry	Saving Paws Animal Rescue
Blanketing Brown County	Kids B Fit	School Supplies
Book Worms	Kingdom Come Food Pantry	Shamrocks Against Dystrophy
Camp Hope for Kids	Lakeshore Grief Support	Shaun Novak Memorial Fund
Caring Bridge	Lakeshore Humane Society	Shawano Area Matthew 25 Shelter
CARE Committee	Lakeside Park Flower Program	Shawano Warming Shelter
Casa Hispana	Lakeside Park Petting Zoo	Shop with a Cop - Fond du Lac County
Center for Deaf-Blind Persons, Inc.	LCI LINK Committee	Shop with a Cop - Manitowoc County
Central's Food Pantries	Lions Eye Bank of Wisconsin	Shop with a Cop - Oshkosh
Charlie Knuth Fund	Little Lakes Memories	Shop with a Cop Brown County
Children's Hospital Milwaukee	Local Food Pantry	Shop with a Cop Door County
Children's Oncology Services Camp	Lombardi Walk to Tackle Cancer in Two Rivers	Shop with a Cop Kewaunee County
Christine Ann Domestic Abuse Services, Inc.	Lupus Foundation	Shop with a Cop Marinette/Menominee County
City of Manitowoc Zoo	Mahala's Hope	SOAR Fox Cities
Coats for Kids Campaign	Make-A-Wish Foundation	Solution Center Warming Shelter
Community Clinics Healthy Teeth	Making Strides Against Breast Cancer Walk	Special Olympics - Polar Plunge
Community Closet Cool for School	Manitowoc Co. Big Brothers Big Sisters	St. Baldrick's Foundation
Craig Birkholz Memorial Fund	Manitowoc Co. Domestic Violence Center	St. Johns Homeless Shelter
Crivitz Area Food Pantry	Manitowoc Co. Shop with a Cop	St. Vincent's Ped Oncology Unit
Crivitz Back to School Program Giveaway	Manitowoc County Polar Plunge	Step 'n Stones
Cure SMA (Spinal Muscular Atrophy)	March of Dimes Walk in Green Bay	Stock the Shelves Campaign
Dancing with Little Stars	Mariner's Trail	Take 5 Club
Day by Day Warming Shelter	Matt Kolbe Memorial Fund	Teachers Closet
Day by Day Warming Shelter of Oshkosh	Military Family Support	The Crossing of Manitowoc County
Door County Habitat for Humanity	Miracle League of Fond du Lac	The Friendship Place
Down Syndrome Awareness	Mishicot Pink Heals of Manitowoc County	The Haven of Manitowoc County
Down's Syndrome Awareness Walk	Multiple Sclerosis Awareness Run	The Longest Day
Epilepsy of Wisconsin	Muscular Dystrophy Shamrock Campaign	The Red River Riders
End Domestic Abuse of Wisconsin	My Team Triumph	Tim Garvey Family Benefit
Families of the Fallen	My Team Triumph Mile	Timeslips
Father Carr's Food Pantry	My Team Triumph Algoma Shanty Days	Touched Twice Clinic of Manitowoc
Father Carr's Place	National Alliance for Mental Illness (NAMI)	Tricia Millar Family
Fill a Back Pack in Wausau	National Kidney Foundation of Wisconsin	Trisha Holz/RaeAnnon Sasada Fire Aid
Fish for Kids	Never Forgotten Honor Flight	Two Rivers Ecumenical Food Pantry - TREP
Fond du Lac Food Pantry	New Beginnings Pregnancy Care Center	Two Rivers Hospital Equipment Program
Fond du Lac Literacy Services	New Hope Shelter	Two Rivers Neshotah Beach Pavilion
Fond du Lac Optimist Club	North East Wisconsin Coats for Kids Campaign	United Singers of Fond du Lac
Fond du Lac Pool Pass Program	Old Glory Honor Flight	United Way Stuff the Bus
Fond du Lac Relay for Life	Operation A Sisters Love	US Army Spc Shaun Novak Memorial Fund
Fond du Lac Samaritan Free Clinic	Oshkosh Area Food Pantry	Veterans Trek
Fond du Lac Symphonic Band	Oshkosh Bike Program	Walk to End Alzheimers
Food for Thought Food Pantry	Oshkosh Inclusive Park Project	Walk to End Alzheimer's Greater Wisconsin Chapter
Fox Valley Memory Project	Oshkosh Polar Plunge	Whisper Hills Clydesdales Special Needs Foundation
Fox Valley Warming Shelter	Oshkosh Police Mobile Command Unit	Wisconsin Special Olympics - Basketball
Friends of Autism	Oshkosh YMCA Strong Kids	Wisconsin Vest a Dog
Friends of Autism Walk of the Fox Cities	Over the Edge	Wolf River Habitat for Humanity
Friends of Outagamie County Cemetery	Paul's Pantry of Green Bay	Wounded Warrior Project

LAKELAND CARE EMPLOYEE ENGAGEMENT

Engaged employees work with passion and feel a connection to their organization and its mission. Organizations have more success with engagement and improve business performance when they treat employees as stakeholders of their own future and the company's future. This means focusing on concrete performance management activities such as clarifying work expectations, getting people what they need to do their work, providing development, and promoting positive coworker relationships. Essentially, engagement is the emotional commitment an employee has to the organization and its goals.

Lakeland Care is committed to increasing employee engagement and in 2018 conducted a second annual Q12 Employee Engagement Survey. The survey, created by research and consulting company Gallup, measures employee engagement through responses to twelve specific questions. The survey was conducted by an external company to ensure that all responses are completely confidential. The survey is designed to provide insight as to the level of support Lakeland Care staff perceive they receive from their supervisors and organization leaders, and for Lakeland Care to learn about opportunities for improvement. The survey data guides future steps to continue to improve Lakeland Care as an organization. Action plans are developed at organization and department levels to address areas which reflect scores below what's considered "normal."

Lakeland Care employees have been very responsive to the engagement survey effort. The results of the 2018 survey reflect an increased score for Lakeland Care over 2017 and improvement in all Q12 questions. Going forward, survey results are shared with staff and leaders will work with their teams to develop action plans to address needed improvements.



PARTNERING WITH PROVIDERS

LAKELAND CARE PROVIDER NETWORK

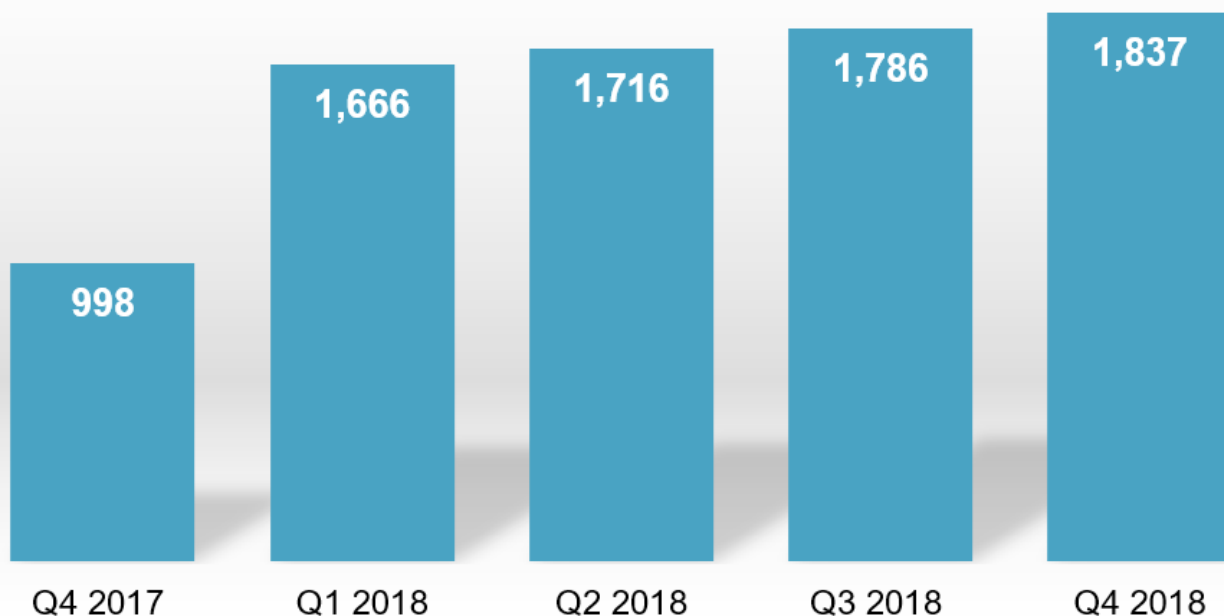
Lakeland Care maintains a robust and diverse network of local service providers throughout Northeastern and North Central Wisconsin. Everyone at Lakeland Care is committed to maintaining strong, positive relationships with these local businesses because we know that together, we ensure that members receive high quality, cost-effective care and supports. Effective collaboration between Lakeland Care and service providers leads to the best support for the individuals.

Our sizable 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 Care works with providers to ensure the most effective and cost-effective services and supports are available to meet the unique needs of each member.

Lakeland Care's Network Relations and Network Quality staff, housed in local offices throughout the regions we serve, ensure that providers receive adequate support for the key aspects of service provision to Family Care members. This support includes 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 providers honors the Lakeland Care commitment to assisting members in meeting their long-term care needs by continuously growing and evolving to meet members' changing needs, embracing innovations in care practices, and utilizing technological advances in care and support.

Number of Lakeland Care Providers



2018 C.A.R.E. Award Winners

Lakeland Care began its C.A.R.E. (Compassion, Accountability, Respect and Enrichment) Award in August, 2017 as a way for our care teams to recognize outstanding service from our providers and individual caregivers. Each quarter, the C.A.R.E. Award honors three providers or caregivers that best exemplify the C.A.R.E principles.

2018 Q1 C.A.R.E. Award Winners:

Maplecrest AFH – Joanne D.

“With the closure of WCI, a Lakeland Care member lost their prevocational and day services provider. Joanne worked closely with the care team, WCI and Valley Packaging to obtain document signatures from the member’s guardian. This included taking multiple trips to New London to access the guardian at her place of employment in order to obtain signatures. These documents are required in order for the member to start at a new prevocational and day services provider.”

– Nominated by Network Quality Department & Network Relations Department

Erickson’s Home Medical – Jessica R.

“Both LCI and our members greatly appreciate that Jessica helps with getting our members their needed products in such a timely manner. Jessica is always pleasant and easy to contact, and follows up immediately on any concerns or requests. Jessica has an awesome personality, and always acts in a professional manner. She is a definite credit to her employer.”

– Nominated by Pam

Touch of Care – Katie S.

“Katie always goes beyond what is expected of her and has a great eye for detail to ensure that members are treated with dignity and respect. One member in particular occasionally has skin issues and Katie is able to recognize the start of something before it gets too out of hand, potentially leading to another amputation or hospitalization. We are so thankful that Katie provides a sense of security to our members, decreasing anxiety as they never have to wonder if she is going to show up for her shift or not.”

– Nominated by Kelley and Jada

2018 Q2 C.A.R.E. Award Winners:

Darren Walentowski

“Continuing to go above and beyond for our members and making sure that the driveway continues to be clear of snow. It is greatly appreciated that Darren moved the member’s vehicle so she does not have to leave the home in the snow/cold.”

– Nominated by Laura

TLC Fleetwood – Theresa P.

“Going above and beyond with our member. Our member has been unable to leave her home in over 5 years due to her mental health diagnosis. She has not allowed a medical provider to complete an exam. Theresa was able to work with her daily, gain her trust and build her confidence. She was able to be established with a Primary Care Physician and have the initial exam completed. Theresa has always taken into consideration our member’s boundaries and respected her limitations. Theresa provided her with meaningful activity and daily compassion. Theresa has enriched our member’s life mentally, physically and emotionally. Thank you, Theresa, for going beyond and giving her a life that is fulfilling to her.”

– Nominated by Jessica and Julie

Wilderness Construction and Landscaping – Brian H.

“It was reported to LCI Network Relations and Quality staff that Brian continues to provide excellent snow plowing services for our member, even though she lives outside of your usual service area. Brian also snowplowed for her twice during a snowstorm on the weekend of 4/14/18 - 4/15/18.”

– Nominated by Network Quality Department & Network Relations Department

2018 C.A.R.E. Award Winners Continued

Q3 C.A.R.E. Award Winners:

Theilman Home Improvements LLC, Eric

"Eric shows sensitivity and kindness toward our member. He respects, is patient and understanding of concerns, stressors and the impact of the work to be done on the home owner/member. He contributed to a comfortable environment and working atmosphere for all involved. The shower was efficiently installed in a timely fashion. The space is trimmed out nicely leaving a clean new showering area. He matched the paint exactly and provided choice to our member with products when able. The space is usable and accessible. Eric's professional demeanor and competent approach to this remodel was noticeable and appreciated."

- Nominated by Rebecca and Candy

Lamers Bus Lines Inc, Karen

"Lamers Bus Lines Inc. was nominated for the outstanding services provided to our members. In particular, LCI would like to recognize Karen and her consistent ability to provide excellent customer service. It was reported to LCI Network Relations and Quality staff that Karen is reliable, timely in her communication and goes above and beyond to meet members' needs in providing transportation services. Due to Karen's ability to consistently provide extraordinary customer service, LCI Care Managers call her first to arrange transportation."

- Nominated by Network Quality Department and Network Relations Department

Q4 C.A.R.E. Award Winners:

J. Onesti Construction LLC, Jason Onesti

"Lakeland Care Inc. (LCI) recognized J. Onesti Construction LLC for the outstanding service that was provided to a LCI member. He was willing to go above and beyond to ensure the member's needs were met. It was reported to LCI Network Relations and Quality staff that he was professional, courteous and knowledgeable in working with LCI to build a ramp at the member's residence. Jason was very timely in the construction process and followed up with the member afterwards to ensure her satisfaction. Both LCI and the member were pleased with the quality of Jason's work."

- Nominated by Network Quality Department and Network Relations Department

2018 Caregiver of the Year: Homes for Independent Living, Jenah

"Jenah went above and beyond for a LCI member during his end of life journey. She put her personal needs and family to the side and stayed with the member through the evening and night so that she could be with him when he passed. Jenah showed the utmost compassion and respect towards the member and his family during a difficult time and ensured that an already difficult journey was made a bit easier by being there, listening, and helping where needed. She made sure the member remained comfortable and the family only had to focus on him. Jenah truly has a heart for those she cares for and it shows each and every day."

— Nominated by Jessica





MEMBERS AT WORK: LOCAL JOBS IN THE COMMUNITY

“What do you do for a living?” It’s a common question when we meet someone new. People 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 plays a role in how we all define our place in the world.

Employment First is a movement supporting a shift in thinking toward making community-based competitive integrated employment the first choice of employment for people 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.

Lakeland Care believes it is extremely important to support members who choose to work in the community. Lakeland Care’s Employment Specialists are dedicated to assisting care managers to find the right employment for their members by making the most of Lakeland Care resources and utilizing a team of cross functional experts, both in employment services and provider contracting. This approach ensures that everyone is at the table and working together to support members’ desire to work in their community.

PROJECT SEARCH 2018

Project SEARCH is a business-led collaboration that provides opportunities to young adults with disabilities (referred to as interns) to acquire and maintain employment through training and career exploration. Project SEARCH provides total immersion in competitive integrated employment, generally in larger businesses within a community. Students with disabilities get started with Project SEARCH by applying for a workforce alternative for their last year of high school. All participants must be eligible for services with the Wisconsin Division of Vocational Rehabilitation (DVR).

Project SEARCH partnerships include a local business, a school district, DVR, a vocational services agency and a disability services agency, such as a managed care organization. During the 2017-2018 school year, 11 Lakeland Care members participated in Project SEARCH.

Lakeland Care members who participate in the Project SEARCH program learn valuable skills while completing the program's three rotation format. Rotations are spread out on a school semester basis.

For the 2018-2019 school year, a number of Lakeland Care members are participating in Project SEARCH sites across northeast and north central Wisconsin, including Green Bay, Marshfield, Oshkosh, Wausau and Wisconsin Rapids. Over the past four years, Lakeland Care has supported 23 members who participated in the Project SEARCH program.

2017-2018 Project SEARCH graduates at Bellin and HSHS St. Vincent Hospitals in Green Bay with their LCI care team.





MEET DOUG

In late 2017, Doug decided it was time for him to get additional support with his care management. He was part of a program where he self-directed his supports, but was needing help to manage his supports. After receiving education at his local ADRC, Doug chose to enroll in Lakeland Care.

When Doug joined Lakeland Care he needed a variety of support, as he had recently lost his apartment and was in an unhealthy relationship. Shortly before enrolling with Lakeland Care, Doug moved in with his parents on the Menominee Reservation where they assisted him in many ways. While living with his parents he began counseling services to address mental health and addiction challenges, started seeing a primary care physician, regularly attended medical appointments and began following medical advice. These changes were the first steps in Doug's journey to rebuild his life.

Doug is proud to maintain his sobriety and has worked hard to save enough money to move back into his own apartment with supports. Doug worked closely with his LCI care team to determine which services he needed in order to live independently. Some of the supports Doug's care team coordinated for him include a home care nurse, home delivered meals, medical transportation and medical supplies. In addition to the supports his care team helps to coordinate, Doug self-directs his housekeeping service, which means that he gets to choose his workers and direct the work that they do.

Since becoming a member of Lakeland Care, Doug has attended two camps, one for therapy and one to help individuals with vision impairments live independently. With the help of Doug's LCI care team, he applied and received a scholarship to cover the cost to attend a horse therapy program in August 2018. Doug also attended a visually impaired camp that taught him new skills for living independently.

Doug continues to improve his life and set goals with his care team. Recently, he has been able to renew his driver's license and he hopes to get his own vehicle. He would also like to obtain work in the community. Doug likes to learn and has always had an interest in computers. He saw a flyer at his local library for an IT program offered through a college, so he applied for admission and completed financial aid paperwork. Doug was accepted and will start taking college courses in January, 2019.

Doug is committed to living his best life and is grateful for the assistance he has received. With support from his family, his friends and his Lakeland Care team, Doug's future is bright.

APPEALS & GRIEVANCES

Throughout Lakeland Care, we value the fact that members have rights and responsibilities as enrollees in the Family Care program. It is important that every interaction with a member and their family or friends is conducted with respect and purpose. Whether a member has questions about a care plan or service claim, whether they are working with our Business or Care Management Departments, we strive to provide all of our stakeholders with the attention, respect, and quality customer service they deserve.

Appeals and Grievances

Lakeland Care's appeal and grievance system exists to uphold members' right to express their opinion about decisions related to their care. Lakeland Care emphasizes use of mediation to address concerns, to ensure the member's voice is heard and their perspective is fully understood. Employees uphold the principle that an appeal or grievance is not "good" or "bad" but merely offers us a better opportunity to understand the situation from a different perspective. Members are encouraged to communicate any dissatisfaction to their Care Team at any time, so issues can be resolved as quickly as possible. Members also have the right to file a grievance or appeal if they believe their concerns are not fully addressed by their Care Team.

Appeals

An appeal is a review of an action that affects a member's care plan or their eligibility. Lakeland Care's 2018 appeal outcomes demonstrate the organization's commitment to mediating and negotiating member concerns. In 2018, a total of 21 appeal actions were taken by members. Of those appeals, 13 of them (62%) were withdrawn because agreement was reached between the member and the Care Team – an incredible reflection of Lakeland Care's commitment to negotiate with members at all times.

Grievances

Grievances provide members the opportunity to formally voice their concerns to the organization and give Lakeland Care insight into members' dissatisfaction about their care. Throughout 2018, while Lakeland Care served approximately 6,000 members, only 23 grievances were filed and nearly all were resolved to the member's satisfaction.



QUALITY IS EVERYONE'S JOB

Performance Improvement Projects

To ensure members receive high quality services, Lakeland Care undertakes extensive efforts each year to recognize areas of strength and opportunities for improvement throughout the organization. Recognizing opportunities for improvement affords Lakeland Care the ability make subtle changes to practice to enhance service delivery. One key opportunity for improvement each year occurs through Performance Improvement Projects (PIPs).

PIPs assist Lakeland Care in improving both processes and outcomes for care provided to members. For example, it was identified that few members have a documented Power of Attorney for Healthcare (POA-HC). End of life planning, and delegating a representative to make those difficult health and medical decisions when an individual cannot do this on their own, can be overwhelming and stressful which often causes individuals to delay this task.

In 2018 Lakeland Care's PIP aimed at enhancing members' rights to self-determination and choice related to these important health and end of life decisions. The project's goal was to have more members feel empowered about their end of life decisions and complete a POA-HC. Throughout the year, Care Managers provided education to Lakeland Care members about the importance of the Power of Attorney for Health Care and shared relevant information about completing the document. Completing and filing a copy of the POA-HC document upholds a member's wishes and decisions, and enables those who support members to assist in coordinating their care and supports.

In the event of a medical crisis, a completed and filed POA-HC can be activated to avoid the need to obtain a temporary legal guardianship, which may be awarded to an unfamiliar person with whom the member does not have a trusting relationship. Knowing when an individuals' POA-HC has been activated is especially important for care coordination, both in the acute/primary and long-term care settings.

Lakeland Care is pleased with results of the PIP, as approximately 33% of members involved in the improvement project completed and shared a copy of the POA-HC with their care team, supporting enhanced care coordination. These important end of life tools assist members to think through and communicate their choices, and create a road map for their future health care.



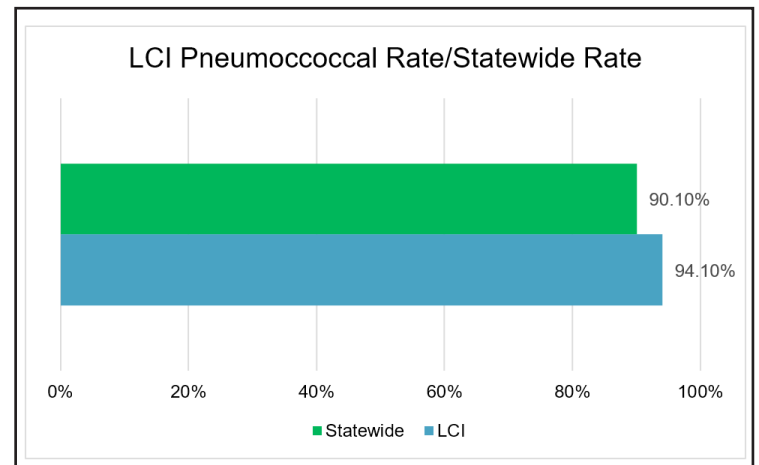
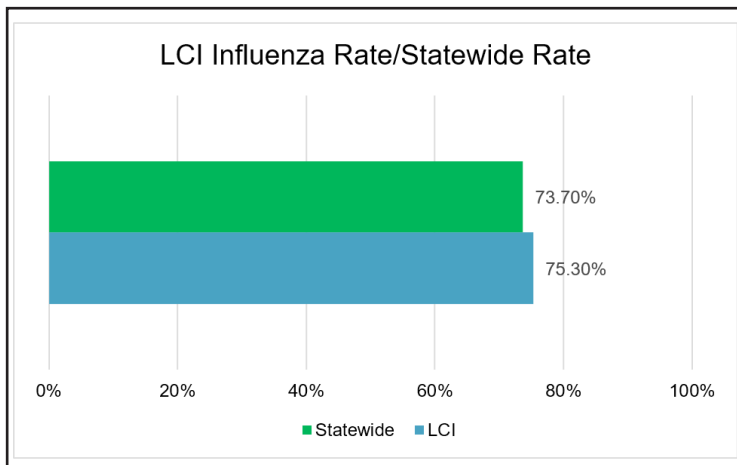


Prevention and Wellness Strategies

Lakeland Care's prevention and wellness program is designed to promote members' independence, health, and safety while managing their chronic health conditions. One key activity of focus is immunization against influenza and pneumonia. Care teams educate members about the impact influenza and pneumonia can have on their life and the importance of these vaccinations.

Many Lakeland Care members have multiple, complex health conditions and contracting pneumonia or influenza could have a significant, adverse affect on their lives. As the graph below indicates, more than 94% of Lakeland Care members received their pneumonia vaccine, more than 4% higher than the Family Care industry as a whole. Also of note, the most recent influenza vaccination rates indicate that more than 75% of Lakeland Care members immunized themselves against influenza, 1.6% more than the Family Care industry as a whole.

Lakeland Care will continue to conduct prevention and wellness activities designed to educate members and advocate for their good health, to ensure they continue to live healthy and well in the community.



MEMBER SATISFACTION SURVEY

Historically, Managed Care Organizations (MCOs) like Lakeland Care have surveyed their members each year to understand their satisfaction with the services and supports they receive from their care team and direct care providers. To make the survey process uniform and enable results to be easily compared throughout the Family Care industry, beginning in 2018 the Member Satisfaction Survey was issued by a single entity, the University of Wisconsin Survey Center.

The Member Satisfaction Survey was mailed to randomly selected members (or those members' Legal Representatives) who've been enrolled with Lakeland Care for six months or more. The surveys were issued over three months spanning July through September, to approximately 56% of Lakeland Care's enrolled members. Approximately 47% responded to the survey.

As another change to the Member Satisfaction Survey in 2018, the Wisconsin Department of Health Services designated four questions as standards used to measure MCOs for "Pay for Performance" purposes, meaning that based on members' favorable responses to certain questions, MCOs could earn back withheld portions of their Family Care program funding, and also earn bonus funding. The questions used for Pay for Performance assessed members' satisfaction in the following areas:

- Access to services;
- Participation in the care planning process;
- Satisfaction with care plan/team; and
- Satisfaction with services.

Lakeland Care was gratified that its members' positive responses exceeded the industry average for all twelve Member Satisfaction Survey questions. Further, LCI's most positive response averages exceeded the Family Care Industry averages for three of the four Pay for Performance questions. While there is always room to improve, these results reflect that many Lakeland Care members are receiving excellent care.

Lakeland Care remains committed to ensuring that members remain highly satisfied with our company, their care team, and the providers that serve them.





MEET KAYLA

The freedom to choose who cares for you is important to most people, and it's especially important to Lakeland Care member, Kayla. Kayla is a young woman in her early twenties who has autism and is extremely sensitive to sounds and touch.

Kayla joined Lakeland Care and the Family Care program after graduating high school. Throughout Kayla's enrollment with Lakeland Care, she participated in several day programs and used various transportation providers. Due to the rural location of Kayla's home, transportation options were limited. Kayla is sensitive to noises and she was having trouble with the long, noisy bus rides.

Concerned for Kayla, her care team worked with Lakeland Care's Member Supports Consultant who assisted in developing a positive support plan to better assist Kayla. After brainstorming with day program staff, Kayla's natural supports, and her care team, a plan was created to support Kayla's transportation needs differently, which has been very successful. Kayla no longer rides the bus and she receives transportation from her family and others through self-directed supports (SDS). Since the change in transportation providers occurred, Kayla has not experienced any emotional upsets during transportation or at day services. Kayla's mother also reports that Kayla has been in much better spirits and seems happier.

Since joining Lakeland Care, Kayla has been using self-directed supports for respite services and supportive home care, so adding transportation to her SDS plan was a simple solution. Kayla does not easily adjust to change, so having family help with transportation made the transition easier for Kayla and she felt safer. When asking Kayla what she likes best about self-directing her own supports, she will tell you "having the freedom to choose who cares for me." Kayla likes having a say in her every day routine. She's able to set up her preferences, choose what programs work best for her and decide what she wants to do during her days. Kayla's Registered Nurse Care Manager, Sandi, said "Kayla's independence has grown throughout her use of self-directed supports and it has helped her increase her independence with her activities of daily living."

Like most people, Kayla likes to be in control of her life as much as possible and using self-directed supports helps Kayla be in control of her care plan and services. Kayla enjoys living with her family and likes having her family support her with her care. For Kayla, self-direction makes a world of difference.

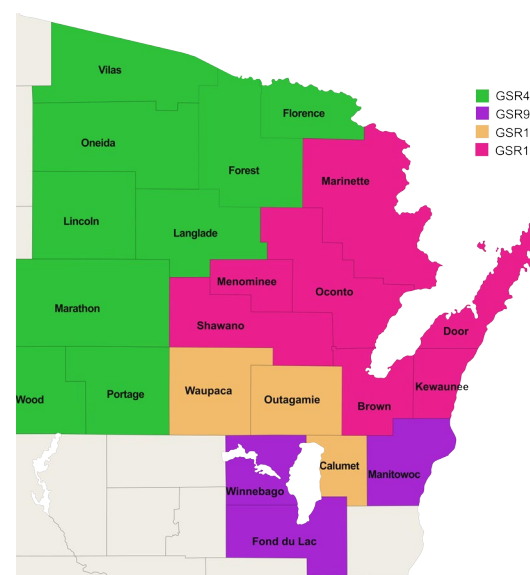
2018 FINANCIAL YEAR IN REVIEW

OVERVIEW

Lakeland Care's enrollment grew in 2018, as Family Care expansion continued in two regions served by LCI: the seven Northeastern Wisconsin counties of Geographic Service Region 13 (Brown, Door, Kewaunee, Marinette, Menominee, Oconto, and Shawano counties); and the nine counties in Geographic Service Region 4 (Florence, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood counties). In 2018, Lakeland Care saw a net increase of 581 members.

Lakeland Care enrolled more members than anticipated in Geographic Service Region 13, as the other MCO serving the region was unable to accept new members for several months.

In 2018, Lakeland Care was proud to become the first Wisconsin MCO to serve members of the Menominee Tribe and the Oneida Nation under a three-way agreement with each tribe, the State of Wisconsin, and LCI.



MEMBER ENROLLMENT

Lakeland Care completed the year with 5,793 members, which represents a 14.2% growth rate from the prior year. Members' target group distribution includes: 49.2% Intellectually/Developmentally Disabled; 14.6% Physically Disabled, and 36.2% Frail Elders. The table below shows the distribution of Lakeland Care members by target group and region.

2018 LAKELAND CARE MEMBERS				
	I/DD	FE	PD	TOTAL
GSR4	183	274	84	541
GSR9	1,350	797	367	2,514
GSR10	119	200	64	383
GSR13	1,148	782	284	2,214
TRIBAL	48	45	48	141
LCI	2,848	2,098	847	5,793

BUDGET

To support this growth, Lakeland Care's operating revenues increased by \$35.1 million, or 17.1%, in 2018. The table below provides the Key Ratios for Lakeland Care, Inc. Members' Service Costs ended the year at 85.9% of revenue. This measure slightly increased over 2017 and Lakeland Care remains slightly above the industry average of 85.3%. Lakeland Care's other cost measures, Care Management and Administration as a percent of revenue, remain at or near industry averages for 2018.

KEY RATIOS	2018 ACTUAL YTD	2018 BUDGET YTD	2017 AUDITED YTD
MEMBER SERVICE COSTS	85.86%	84.33%	84.92%
CARE MANAGEMENT	12.00%	12.37%	11.75%
COMBINED MEMBER COSTS	97.86%	96.70%	96.67%
ADMINISTRATIVE EXPENSE	3.75%	4.25%	3.82%

SOLVENCY

In 2018 Lakeland Care's Solvency Funds and the Restricted Requirements totaled over eleven million dollars. This included Working Capital of \$7.7 million; Restricted Reserves of \$3.0 million; and Solvency Funds of \$1,243,300. Lakeland Care exceeded these requirements throughout 2018.



LAKELAND CARE BOARD OF DIRECTORS

Board Philosophy

Strategically aligned with Lakeland Care's Mission and Vision, the Board Philosophy guides all actions and decision-making for the Board of Directors.

- Honesty and Integrity
- Compassionate Stewardship
 - Responsible for costs and services
 - Consider overall impact of decisions on individuals, providers, employees and quality
- Commitment to Individuals' Needs
 - Proactive and responsive
 - Accessible to individuals and providers
 - Timely acknowledgment
 - Respect and dignity
- Continuous Improvement
 - Effective and Productive
- Valuing Lakeland Care Employees and Providers
 - Maintaining a positive place to work and deliver services



Jim Brey
Board President



Allen Buechel
Fond du Lac County



Judy Goldsmith
Manitowoc County



Mike Konecny
Brown County



Jim Koziczowski
Winnebago County



Barbara Larson-Herber
Marinette County



Larry Lautenschlager
Winnebago County



Todd Moely
Fond du Lac County



Tom Otto
Winnebago County



Judy Ruggirello
Manitowoc County



Bob Ziegelbauer
Manitowoc County

LAKELAND CARE ADVISORY COMMITTEES

MEMBER ADVISORY COMMITTEE

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Ginger Beuk, Member Representative
Pete Knox, Community Representative
Maggie McCullough, Legal Representative
Al Schraeder, Provider Representative
Margaret Winn, Provider Representative
Dennis Zack, Community Representative
Christian Jensen, Community Representative
Julie Strenn, Community Representative

PROVIDER NETWORK ADVISORY COMMITTEE

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Amy Weiss - MCFI Home Care LLC
Barb Haggen - Midstate Independent Living Choices
Barb Salemi - Clarity Care Inc.
Barbara Ivria - Barbara Kuhn AFH
Barry Rusch - Taylored Rehab
Cara Peterson - The Cottages at Meadowlands, LLC
Cassara Gayhart - REM Wisconsin
Dan Witt - Agape of Appleton, Inc.
Deanna Genske - Ascend Services, Inc.
Dirk Carson - J & B Medical Supply Co. Inc.
Donald Busakowski - MCFI Home Care LLC
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Jenny Maultra - Recover Health of Wisconsin Inc.
Joe Smith - Mom's Meals
Julie Miller - Community Alternatives
Julie Strenn - Innovative Services, Inc.
Julie Tetzlaff - Cerebral Palsy, Inc.
Luke Duncan - Medline Industries, Inc.
Marcia Christiansen - Rainbow House
Margret Winn - Lakeside Packaging Plus
Mary Strueber - REM Wisconsin
Matthew Thompson - Visiting Angels
Melissa Bardo - Almost Family
Mike Duschene - Aspiro
Miriah Seyler - Atrium Post Acute Care
Nick Long - Cerebral Palsy, Inc.
Sara Oostdyke - TLC Homes
Sarah Hirsch - Innovative Services, Inc.
Steve Seybold - Homme Inc. of WI
Tim Frey - TLC Homes
Vicky Gunderson - GT Independence

LEADERSHIP TEAM



Katie Mnuk
Chief Executive Officer



Daniel Bizub
Chief Financial Officer



Sara Muhlbauer
Chief Operations Officer



Suzanne Sinjakovic
Chief Talent & Compliance Officer



Lynn Abraham
Organizational Resources Director



Julianne Cox
Compliance Director



Jen Harrison
Care Management Assistant Director



Meghan Hyland
Quality & Member Supports Director



Jeremy Kral
Project Manager



Mike Kristmann
Network Relations Director



Deb Kurek
Care Management Services Director



Terry Schmid
Information Technology Director



Jeff Teigen
Business Director

Crivitz	308 Henriette Avenue
Fond du Lac	N6654 Rolling Meadows Drive
Green Bay	2985 S. Ridge Road
Manitowoc	3415 Custer Street
Oshkosh	500 City Center
Rhineland	232 S. Courtney Street
Shawano	607 E. Elizabeth Street
Stevens Point	5474 Hwy 10 East
Wausau	501 S. 24th Avenue, Suite 100



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