



2014 Report to the Community



Mission

The mission of Qualis Health is to generate, apply and disseminate knowledge to improve the quality of healthcare delivery and health outcomes.

Vision

Qualis Health's vision is to be recognized for leadership, innovation and excellence in improving the health of individuals and populations.

Values

Our work is guided by a set of fundamental values that help us operate in an environment sometimes characterized by competing interests and requirements.

These core values include:

- Integrity and professionalism
- Collaboration
- Stewardship



The rapidly changing healthcare landscape has continued to provide unprecedented opportunities for Qualis Health to advance our mission to improve the quality of healthcare delivery and health outcomes across the nation. Our new work finds us in Alabama, Arkansas, the District of Columbia, Massachusetts, Oklahoma and New Mexico, extending our services to a total of 47 states.

Through this report we are gratified to share our achievements in support of the "Triple Aim"—improving the experience of care, improving the health of populations, and reducing per capita costs of health care. These achievements range from leading primary care transformation efforts affecting hundreds of practices, to supporting efforts resulting in avoidance of over 7,500 unwarranted hospital readmissions, to assisting over 4,000 clinicians to select, implement and use electronic medical records. Our care management services resulted in savings of \$170 million for our clients over the past two years.

Looking forward, it goes without saying that the healthcare arena in our country is undergoing significant change. Healthcare expenditures are projected to grow to over 19% of the U.S. gross domestic product by 2023. The proportion of health care spending financed by government is projected to grow to nearly 50% within the next ten years, requiring increased efficiency and capacity.

While acknowledging the complexity of the healthcare ecosystem, we believe that discrete trends will emerge and are tailoring our services to meet the demands:

- There will be a greater call for value and accountability from healthcare providers, with a transition from payment for volume to payment for value and an increasing prevalence of integrated delivery systems.
- Pursuit of the Triple Aim has stimulated focus on improving the health of populations as well as individuals, requiring increased technical sophistication to acquire and analyze healthcare data.
- Emphasis on advanced primary care delivery through models such as health homes and medical homes will grow over the next several years.
- The next several years will be characterized by increased focus on patient engagement, including a growing emphasis on electronic communications and interactions through secure patient portals.

The Qualis Health team is enthusiastic about continuing to support healthcare purchasers, providers, and other stakeholders to respond to these trends. I look forward to continuing our journey together as we work to improve care for millions of people every day.

Jonathan R. Sugarman MD, MPH

Jonathan Sugarman, MD, MPH
President & CEO



Care Management

Ensuring the Right Care, Right Place, Right Time

In partnership with our clients, Qualis Health improves care for millions of Americans every day. We provide **award winning** utilization management, case management, behavioral health management and care coordination for public and private payers across the country.

Qualis Health strikes the right balance between our clients' obligations to be stewards of limited resources and providers' needs to lessen administrative burden so patients get quality care as efficiently as possible. While achieving this, we've maintained a **high satisfaction record** with providers across all of our utilization management services. By the end of 2014, Qualis Health had implemented a **proven pre-authorization web portal** that uses InterQual evidence-based criteria to support a broad scope of functions driving efficient data management, supporting our clients' population health interventions.

In an era of limited healthcare resources, every dollar counts. That's why results matter. While assuring provision of medically necessary services during 2013 and 2014, the following was accomplished:

387,632
Reviews completed

64,173
Hospital days averted

\$170M
Saved by our clients

Resulting in a return
on investment of
\$6:\$1
spent on care
management services

Qualis Health Client Savings Snapshot: Advanced Imaging

Over the past four years, a targeted review program for one utilization management client delivered:

\$19M

Total savings in imaging costs

(Savings methodology independently reviewed by Milliman)

550%

Return on investment



Any [Qualis Health] representatives I have ever talked to are so friendly and really strive to help you in any way. I love working with this company!—*Provider*

We appreciate the great collaborative relationship that our facility has with Qualis Health.—*Provider*

Select Client List

- Alabama Medicaid Agency
- Alaska Department of Health and Social Services, Division of Behavioral Health
- Alaska Department of Health and Social Services, Division of Health Care Services
- Alaska Department of Health and Social Services, Division of Public Assistance
- District of Columbia Department of Health Care Finance
- Idaho Department of Health and Welfare, Division of Medicaid
- New Mexico Human Services Department
- Washington State Department of Labor & Industries
- Washington State Health Care Authority

Health Information Technology

Harnessing the Power of Health IT

Technology is central to population health management. Whether assisting physician practices to employ electronic health records or state Medicaid agencies with modernizing their enterprise systems, Qualis Health helps our clients improve care delivery, comply with regulatory requirements, improve accuracy, and increase efficiency of business and clinical operations.

In partnership with Medicaid agencies, Qualis Health provides technical assistance, independent verification and validation, quality assurance, testing support and other project guidance to replace and modernize legacy **Medicaid Management Information Systems (MMIS)**.

Qualis Health is the **Regional Extension Center (REC)** for Idaho and Washington, helping primary care providers achieve meaningful use of their electronic health records. Nearly 2,400 providers have achieved meaningful use with Qualis Health's assistance, qualifying them for more than \$80 million in Medicare and Medicaid incentives.



Selected by CIO Review
for its list of the 20 Most Promising
Healthcare Consulting Providers
for 2014

Select Client List

- Alaska Department of Health and Social Services, Division of Health Care Services
- Alaska Department of Health and Social Services, Division of Public Assistance
- The Office of the National Coordinator for Health Information Technology
- Oklahoma Health Care Authority
- Sierra View Medical Center
- Trinity County, Department of Behavioral Health Services
- Tuba City Regional Health Care Corporation



The Qualis Health team has truly been a partner. Having an outside expert come in and help us improve our workflow really helped us get to where we are today.
—Heath Information Manager, Community Health Center

System Redesign and Transformation

Innovations in Care for Healthier Populations

As Americans demand greater quality, value, and accountability from the healthcare system, Qualis Health's experts are fostering change in healthcare delivery to achieve better patient care, better population health, and lower costs.

Qualis Health partners with healthcare providers, patients and community organizations on data-driven systemic **quality improvement initiatives**, increasing patient safety, reducing harm, eliminating healthcare disparities, and engaging patients and their families in care improvements. Special innovation projects target specific healthcare challenges; such as engaging patients and families in infection control and facilitating nursing home collaboration to reduce readmissions. **External quality review** services assure quality and value for Medicaid populations.

Healthcare practices and organizations across the country are helped along a proven path toward **practice transformation** with Qualis Health's expertise. Clinical and administrative processes are redesigned to increase satisfaction among clinicians and staff, boost operational efficiency, and improve quality of care, including integrating behavioral health and oral health in primary care practice.

7,600
Hospital Medicare
readmissions avoided
(Safer Transitions of Care
program in 19 communities)

650
Healthcare-acquired
conditions prevented
(Nursing Home Quality
Care Collaborative in
180 skilled nursing facilities)

More than
1,100 practices in
25 states
have used our
evidence-based framework
for practice transformation

The assistance we received through participation in the SNMHI facilitated by Qualis Health sparked our practice transformation efforts. The process sharing that occurred among the clinics in the SNMHI jump started our process and reenergized us, which would not have happened without the program.

—*Safety Net Medical Home Participating Practice*

We value Qualis Health as a partner in healthcare quality improvement. Together, we've worked to reduce readmissions, reduce healthcare associated infections, and use value-based purchasing data to guide improvement efforts and reduce cost.

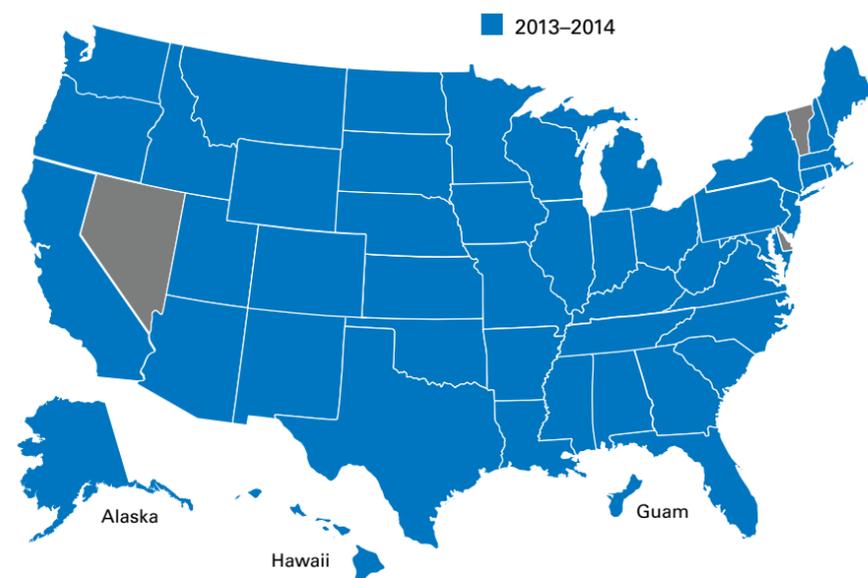
—*Hospital President and CEO*



Select Client and Project List

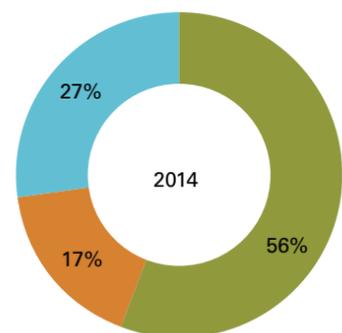
- American Institutes for Research (CMS Advanced Primary Care Practice Demonstration)
- Arkansas Department of Human Services, Division of Medical Services (Arkansas Payment Improvement Initiative Practice Support Program)
- Centers for Medicare & Medicaid Services (Medicare Quality Improvement Organization Program)
- The Commonwealth Fund (Safety Net Medical Home Initiative)
- Delta Dental
- Harvard Medical School Center for Primary Care
- Idaho Department of Health and Welfare, Division of Medicaid (External Quality Review)
- L.A. Care Health Plan
- REACH Healthcare Foundation
- Washington State Department of Social and Health Services, Division of Behavioral Health and Recovery (External Quality Review)
- Washington State Health Care Authority (External Quality Review)

Our Impact

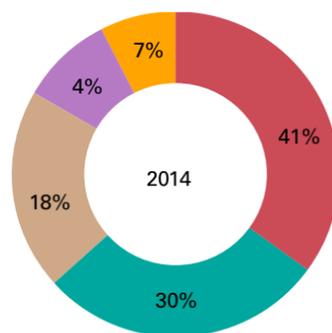


Financials

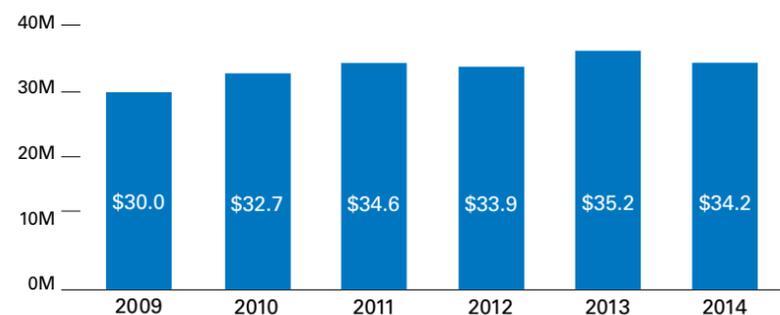
Revenue by Business Product



Revenue by Market Segment



Consolidated Revenue



Leadership

Jonathan Sugarman, MD, MPH
President & CEO

Marci Weis, RN, MPH, CCM
Chief Operating Officer

Margaret M. Griffiths, CPA
Chief Financial Officer

David Chamberlain
Chief Information Officer

Foster C. "Bud" Beall Jr., MA
*Vice President, Consulting Services
Outlook Associates*

Peggy Evans, PhD, CPHIT, PCMH CCE
Vice President, Quality and Safety Initiatives

Sharon Gorman, SPHR
Vice President, Human Resources

Laura Kubisiak, MBA
Vice President, Business Development

Cara Robinson, RN, BSN, CCM
Vice President, Care Management

John Sparks, MD, MPH
Senior Medical Director

Board of Directors

Hugh Straley, MD
Chair

Steven Burgon, JD
Vice Chair

Karl B. Kurtz
Secretary/Treasurer

Mabel Ezeonwu, PhD, RN, BSN

William H. Hogan, MSW

Karen J. Merrikin, JD

Margaret T. Stanley, MHA

Thomas K. Varghese, Jr., MD, MS, FACS

Lori Whittaker, PhD, MD, MPH, FAAFP

List current as of January 1, 2015



Qualis Health
Corporate Headquarters
PO Box 33400
Seattle, Washington 98133-0400
(206) 364-9700 or (800) 949-7536
Fax (206) 368-2419
www.qualishealth.org