



2201 E. Enterprise Avenue, Suite 105  
Appleton, WI 54913

January 28, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

AboutHealth is a statewide clinically integrated organization covering most of the State of Wisconsin, composed of eight high performing organizations. Those organizations are Aspirus, Aurora Healthcare, Bellin Health, Gundersen Healthcare, Marshfield Clinic Health System, ProHealth Care, ThedaCare and UW Health. AboutHealth came together in 2014 to align these systems around the shared goals of the Triple Aim. We are focused on dramatic improvement in quality, efficiency and experience. We believe by working together we can accelerate our individual rates of improvement. Our Vision is to move Wisconsin to a point as the healthiest state in the country.

The leaders of our member organizations have a long and documented history leading collaborative efforts to improve healthcare performance in visible and shared ways. We have together been instrumental in the formation of the Wisconsin Collaborative for Healthcare Quality, the Wisconsin Health Information Organization and more recently the Wisconsin State Health Innovation Plan as well as the Statewide Value Committee.

AboutHealth believes strongly in the need to reform healthcare payment to a model driving and rewarding value and outcome performance rather than the traditional volume design. Our members have performed among the best in the country in Medicare Shared Savings programs and CMMI Pioneer programs as well.

AboutHealth remains interested in collaboration with other likeminded organizations focused on continuous improvement and improved population management performance. Our current efforts focus on value creation, improved informatics and technology solutions and models of payment reform. Our clinical efforts are largely focused on significant populations of patients with serious chronic conditions.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

Greg Devine  
Chief Executive Officer  
AboutHealth



Improving health. Improving lives.

January 20, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Access Community Health Centers (Access) is one of more than 1,200 Federally Qualified Community Health Centers that provide care to more than 23 million people across the United States. Access is a nonprofit with a mission of Improving Health Improving Lives by providing high quality, accessible, and affordable medical, dental, behavioral health, and pharmacy services to under-insured and uninsured individuals and families. Patients of Access are a racially and ethnically diverse with high rates of poverty. Over half are racial and ethnic minorities, and one-quarter of patients are best served in a language other than English. Over one-third of patients are children under the age of 18. Access operates five clinics in southcentral Wisconsin— the William T. Evjue Clinic on East Washington Avenue, Joyce & Marshall Erdman Clinic on South Park Street, Wingra Family Medical Center on South Park Street, Sun Prairie Dental Clinic, and Dodgeville Dental Clinic. In 2014, Access provided care for 26,189 patients with 127,946 visits.

Access is committed to health and healthcare innovation. We strive to provide high-quality services to our patients that address the many challenges they face while at the same time balancing costs and efficiency. A key example of this work can be found in our Behavioral Health Program.

In 2006, through the efforts of Dr. Neftali Serrano, one of the leading experts in the field of primary care behavioral health and our former Chief Behavioral Health Officer, Access Community Health Centers piloted an Integrated Behavioral Health program. This program has grown substantially since that time. Prior to the implementation of its Behavioral Health program, Access had little to offer our patients suffering from mental illnesses or substance abuse other than referrals to outside resources with long waiting lists. If our patients did eventually receive care or if they were in crisis and were able to get immediate care, Access medical providers received very limited information about that care. These scenarios presented significant challenges to our patients' overall health.

The Integrated Behavioral Health model of care provides mental health services to our patients, in their primary care office, when they present for care. The model focuses on providing the right care, at the right time, in the right place. In this model of care, the Behavioral Health Consultant (BHC) plays a key role in caring for the patient with mental health problems by working directly with the primary care provider (PCP), in the same office, and as part of the health care team. When the PCP identifies a behavioral, mental health or substance abuse issue, the BHC is introduced to the patient as a colleague and resource of the PCP, using a warm handoff model. The PCP and BHC then work together to manage the needs of patients, developing a well-rounded treatment plans that addresses the patients' physical health, mental health and substance abuse needs.

The foremost goal of the Behavioral Health program has been to increase access to mental health services by assessing day-to-day functioning, potential severity of impairment from symptoms, and opportunities for brief interventions for patients. Today, Access employs 5.20 FTE Licensed Clinical Psychologists and Licensed Clinical Social Workers referred to as Behavioral Health Consultants and a .25 FTE Consulting Psychiatrist. A BHC is on site at each of our three medical clinics during all hours of operation. Over the past nine years, the number of Access patients that receive care each year has increased 30-fold.

Access is seeking to build upon our decade of work in the Behavioral Health Program to better meet our needs of our patients with substance use disorders, specifically those with addiction to opioids. We have applied for HRSA Substance Abuse Service Expansion funding to help us to create a systematic approach to caring for patients that are potentially at risk for or have substance abuse issues. The approach will enhance the level of treatment and services we provide as well as create capacity for providing Medication Assisted Treatment to more patients.

In addition, Access continues to work with Dr. Serrano and the University of Wisconsin Department of Family Medicine to complete research on the impact of the integrated behavioral health model of care. This research includes data from Dane County's hospitals and physician groups to ascertain the frequency and cost of utilization on the part of over 12,000 patients with mood disorders and compare that utilization frequency and cost to comparable patients not participating in Access' medical home.

Dr. Zeidler Schreiter has succeeded Dr. Serrano as the Chief Behavioral Health Officer at Access Community Health Centers. Dr. Zeidler Schreiter is actively engaged in consultation work with other Community Health Centers in the state of Wisconsin to develop integrated behavioral health programs by providing systemic support as well as training of individual BHCs. She along with her Access BHC colleagues have been committed to training future behavioral health providers to function as part of a healthcare team within primary care as evidenced by the training of over 60 BHCs since initiating the training program at Access in 2007. Learning how to assimilate into the culture of primary care and develop a workforce to meet the ever increasing needs within the primary care environment is imperative.

Dr. Zeidler Schreiter participated as a member of the SHIP Behavioral Health workgroup sharing the rationale for integrating behavioral health services within primary care, lessons learned, and attesting to the immense benefits of increased access to needed behavioral health services has for both patients and medical providers alike. She is passionate about disseminating the benefits of integrated primary care behavioral health, sharing steps needed for successful implementation of behavioral health services within primary care, and also the importance of care management and consulting psychiatry collaboration that does not always involve direct patient care, but directly impacts the health and wellness of the patient in addition to the population health focus of the model.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Loving MD". The signature is fluid and cursive, with a large loop at the end.

Ken Loving, MD  
Chief Executive Officer



*"...meeting community needs...enhancing quality of life."*

January 19, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

- The Appleton Health Department serves the needs of residents, workers and visitors to our City. Our mission is to safeguard the environment, promote public health and protect consumers by providing high quality services that are responsive to the needs of the community. Our belief is that prevention is the most effective public health strategy.
- Our organization for the past 15 years has been a collaborative partner with our local hospital systems to improve population health. We share a common desire for collecting local population health data that drives prevention efforts leading to improved health status. For example, along with Madison in 2005 our community was the first in the State to implement a local ordinance that resulted in clean indoor air. This single policy change has resulted in reduced consumption and adverse health outcomes and related costs from these preventable diseases.
- Our public health department's work aligns with the SHIP recommendations and we have strong interest in continuing this collaborative work moving forward. We are especially committed to reducing the burden of chronic disease through promoting positive health behaviors, supporting policy change and improving the physical environment which supports and maintains a healthy lifestyle.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

Kurt Eggebrecht, M.Ed.  
Health Officer  
Appleton Health Department



Official Healthcare  
Partner of the  
Green Bay Packers

January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson St  
Madison WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

On behalf of Bellin Health, I am pleased to submit this letter in support of Wisconsin's State Health Innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Bellin Health is an integrated healthcare delivery system located in Northeastern Wisconsin and the Upper Peninsula of Michigan. We serve a regional population of 640,000 and are working on accomplishing our vision which states "The people in our region will be the healthiest in the nation, resulting in improved economic vitality in the communities we serve." Over half of our revenue comes from serving the Medicare population in our region. We are committed to improving the care provided to our Medicare recipients, as well as controlling the costs spent to manage this segment of our population.

Bellin Health, along with ThedaCare, comprise Bellin-ThedaCare Healthcare Partners, which is a Pioneer Accountable Care Organization. We have participated in Pioneer for the past three years and have been accepted as a NextGen ACO participant this year. As a Pioneer, we have learned how to better manage segments of our population and have put in place philosophy and tools to spread our learning throughout our entire region.

During this period of time, we have been active in supporting the development of Wisconsin's SHIP activities and are very supportive of the recommendations which came out in the final report. We expect to continue collaborating with SHIP's implementation plan and are anxious to share our experience throughout the State.

Sincerely,

George Kerwin  
President/CEO



DIVISION OF PUBLIC HEALTH

Scott Walker  
Governor

1 WEST WILSON STREET  
P O BOX 2659  
MADISON WI 53701-2659

Kitty Rhoades  
Secretary

608-266-1251  
FAX: 608-267-2832

**State of Wisconsin**  
Department of Health Services

[dhs.wisconsin.gov](http://dhs.wisconsin.gov)

January 29, 2016  
Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

RE: WISCONSIN STATE HEALTH INNOVATION PLAN

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI) on behalf of the Wisconsin Division of Public Health.

The Division of Public Health provides public health services to the people of Wisconsin that address communicable and chronic diseases; health promotion; environmental, occupational, and family and community health; emergency medical services; and injury prevention. The Division is also responsible for collecting statistics related to the health of Wisconsin residents.

The Division was integral to both the development of the SHIP Population Health Improvement Plan providing over 2 full-time staff, and our Chief Medical Officer actively participated in the Population Health workgroup. However, the greatest contribution to the development of the SHIP by the Division is demonstrated in the transformation goals and strategic focus areas. For too long we have sought to address healthcare sustainability within the clinical environment, but through the lens of the community health model the SHIP goals and strategies recognize that sustainability must incorporate a focus on health across the health and healthcare continuum.

The Division remains committed to this work. The SHIP recommendations are currently informing the Wisconsin Health Improvement Planning Process (WI-HIPP), launched by the Division in 2015. WI-HIPP will create a health improvement plan intended to meet national accreditation standards for the state public health agency and facilitate collaboration around implementation and ongoing measurement.

We look forward to participating in future population health and healthcare improvement efforts.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen McKeown'.

Karen McKeown, RN, MSN  
State Health Officer and Administrator

1307 North St. Joseph Avenue  
P.O. Box 7940  
Marshfield, WI 54449

January 25, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

Thank you for your leadership and inclusive approach to developing Wisconsin's State Health Innovation Plan (SHIP). Please submit this letter as evidence of our support of Wisconsin's Plan to the Center for Medicare and Medicaid Innovation (CMMI).

I am the Director of Family Health Center of Marshfield, Inc., Wisconsin's largest federally and state supported community health center. We provide medical, behavioral and oral health services to underserved populations across an approximate 12,000 square mile service area in northern and central Wisconsin. Our mission "is to provide access to high quality health care services for the underserved and to enhance the health of our communities." Our vision is equally relevant to this letter, which is to be "...an integral partner in a comprehensive high quality system of care that: 1) for the communities it serves champions community engagement, equitably distributes health care resources, maximizes prevention and the early detection of disease, eliminates disease disparities and assists individuals in achieving their full human potential and 2) exercises state and national primary health care workforce leadership; and advances our knowledge base enabling further progress, achievement and mission effectiveness."

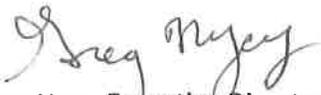
Why we support and want to be involved with advancing Wisconsin's Health Innovation Plan can be summed up by reviewing our work as it relates to the four strategic focus areas of the State Plan.

- 1) Improve people's active participation in their health and health care – Part of our intake process begins with a health risk assessment and a better understanding of our patient's needs and their own articulation of lifestyle changes they would like to make to improve their health. Trained staff utilize motivational interviewing skills to achieve patient activation and progress on goals they themselves set. We then work to assure that all our patients have a health care home. We assist them in obtaining clinical preventive services and as needed, we help to counsel them related to public and private insurance options they may be eligible for.
- 2) Expand primary care and behavioral health integration – Family Health Center partners with Marshfield Clinic who is well down the road to integrating primary care and behavioral health in adult medicine. Family Health Center is assisting to achieve that same integration in pediatrics, co-locating psychologists and utilizing warm handoffs to enable the patient to be seen right in the pediatrician's exam room.

- 3) Improve connection for people between clinic and community/social resources – While we have many social workers on our team who work to connect our patients in need to community and social resources, we've embarked on an exciting collaboration with the four year University of Wisconsin – Eau Claire campus to train interested students, and then locate them in our medical and dental centers to assist patients in connecting to community and social resources. We also employ AmeriCorps members to help with the coordination of this service.
- 4) Reduce disparities linked to poor health and health care outcomes – We have a number of staff that work with high risk children including care coordinators, social workers, case managers and care planners in pediatrics, identifying those at highest risk, intervening and then monitoring ER and hospital use, as well as specialty care visits.

In summary we are well aligned with the strategic objectives of the State Health Innovation Plan and hope that through our continued participation we can share knowledge gained and learn from others in order to magnify the impact we are having on behalf of our patients and communities.

Sincerely,



Greg Nycz, Executive Director  
Family Health Center of Marshfield, Inc.



1/26/2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Family Health/La Clinica (FHLC) was established in 1972 and secured Migrant Health Center funding in 1973 to serve Wisconsin's Migrant and Seasonal Farmworkers (MSFWs). In the late 1980's FHLC obtained federal 330 Community Health Center funding and became a year-round health center with an expanded target population including the medically underserved and Wisconsin's MSFWs. FHLC has an 11 county rural service area with three sites: the main full-service site in Wautoma in rural south central Wisconsin; a Migrant Mobile Health Service site, which provides seasonal primary medical care in a converted motor home to MSFWs throughout Wisconsin; and the Mauston Dental Center, a dental only site 62 miles SE of Wautoma. FHLC also utilizes a voucher program and outreach services to provide services to MSFWs who are distant from FHLC's sites. Last year we served over 9,000 patients in 26,000 encounters. Our mission is to deliver high quality care to those who have difficulty accessing primary medical, dental and/or behavioral healthcare services.

FHLC wholeheartedly supports healthcare innovation. In particular, any innovations that will improve access and quality for all while making cost quality and performance data transparent to consumers. Many of FHLC's specific initiatives align with the SHIP recommendations and we are extremely interested in participating in future health and healthcare collaborative efforts.

Our organization supports Wisconsin's SHIP to improve health and healthcare in our state.

Sincerely,

A handwritten signature in black ink, appearing to read "Laura Waldvogel", written in a cursive style.

Laura Waldvogel  
CEO  
Family Health La Clinica  
400 S. Townline Rd  
Wautoma, WI 54982

# GUNDERSEN HEALTH SYSTEM®

January 25, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

## **RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

We are pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

### **Brief description of your organization, mission, and customers**

- Gundersen Health System is a comprehensive health network of wholly owned services and regional partners, including multi-specialty group medical practices, teaching hospital, regional hospitals and clinics, behavioral health hospital and health services, vision centers, pharmacies and ambulance services. We are a physician-led 501c3 not-for profit healthcare system. We are located throughout western Wisconsin, northeastern Iowa and southeastern Minnesota caring for patients in 19 counties. With more than 800 medical, dental and associate staff we meet the needs of our patients by providing primary and specialized care. Gundersen Lutheran Medical Center is a tertiary referral center, a teaching hospital and a Level II Trauma and Emergency Center. Our hospital has been named America's 50 Best for the second consecutive year and multiple specialty services recognized for clinical excellence year after year.
  - Gundersen Lutheran Medical Center – La Crosse, Wisconsin
  - Gundersen Inpatient Behavioral Health – La Crosse, Wisconsin
  - Gundersen Boscobel Area Hospital and Clinics, Boscobel, Wisconsin
  - Gundersen St Joseph's Hospital and Clinics, Hillsboro, Wisconsin
  - Gundersen Tri- County Hospital and Clinics, Whitehall, Wisconsin
  - Gundersen Palmer Lutheran Health Center, West Union, Iowa
  - Gundersen Clinics located in SW WI, NE IA and SE MN
  - Gundersen Express Care Clinics
  - Gundersen Bethany Lutheran Homes, La Crosse, Wisconsin
  - Gundersen Harmony Care Center, Harmony, Minnesota
  - Gundersen Tweeten Care Center, Spring Grove, Minnesota
  - Gundersen Tri-County Care Center, Whitehall, Wisconsin
  - Air and ground ambulances
  - Behavioral Health Clinics
  - Bereavement Services
  - Gundersen Medical Foundation
- Our Mission: We distinguish ourselves through excellence in patient care, education, research and through improved health in the communities we serve.

**Gundersen Lutheran Medical Center, Inc. • Gundersen Clinic, Ltd.**

1900 South Avenue • La Crosse, Wisconsin 54601 • (608) 782-7300 • (800) 362-9567 • [www.gundersenhealth.org](http://www.gundersenhealth.org)

January 25, 2016

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Wisconsin Department of Health Services

- Our Vision: We will enhance the health and well-being of our communities while enriching every life we touch, including patients, families, and staff.
- Gundersen Health System is a member of AboutHealth, a statewide eight provider network actively working to reduce the cost of care, providing statewide access, achieving clinical integration and replicating best-practice quality initiatives across the network.
- Our Customers: include our patients, families and the communities we serve. We care for patients with health care programs and payers that are government sponsored, commercial, self-insured employers, self-pay and charity care. We work with multiple community groups to improve the health of those we serve.

**Your organization's support for health and healthcare innovation:**

- Gundersen Health System has been a leader in health and healthcare innovation. As a founding member of WCHQ we have been committed to performance data transparency for consumers. We are amongst the top leaders in the state in quality and patient experience. We have been working on improving access to care by partnering with regional centers, primary care redesign, specialty outreach, work site clinics and programming within the community. Over ten years ago, we innovated to provide care coordination for the most vulnerable and complex patients and in doing so demonstrated lower cost, better care and better experience for patients and families. Our advance care planning and end of life programming has been nationally recognized for improving the care experience and lowering the cost of care. We are working on multiple improvements that continue to reduce the cost of care, keep patients healthier and out of the hospital and emergency room. Gundersen Health System is committed to pricing transparency, reducing the cost of care and participating in new payment models. We believe all these efforts are essential in moving from volume to value.

**Your organization's specific initiatives that align with the SHIP recommendations and interest in participating in future health and healthcare collaborative efforts.**

Below are goals that came out of the SHIP work. There are multiple strategic initiatives within Gundersen Health System that support the SHIP goals. Outlined below are examples of alignment between the work we are doing and the SHIP goals.

1) Expand Behavioral Health Integration into Primary Care

Currently have multiple sites with behavioral health integrated into primary care. We are developing a plan to expand this model across the GHS continuum. A subsequent step will be to identify specialty areas in which integration would be useful. Educating Primary Care: Behavioral Health has partnered with Primary Care to provide education

- and support. Monthly brown bag lunches are geared towards educating Primary Care on BH diagnoses and treatment medications.
- Hospitalized patients are assessed for alcohol risk using Screening, Brief Intervention and Referral to Treatment (SBIRT)
- Our behavioral health providers are using a Trauma Informed Care model, also screening for Adverse Childhood Experiences.
- We have behavioral health specialists co-located in Pediatrics and also in the community – at the Y-Teen center. They also go to La Crosse Schools twice monthly advising staff and meeting with at-risk students.
- All clinic patients are screened for risk of depression using the PHQ-2 or PHQ-9.
- Pregnant and post-partum women are screened for post-partum depression at all pregnancy and well-baby visits using the Edinburg Post-Partum Depression scale. Referrals are made instantly to social workers if they are deemed high risk.

2) Active Participation in health and healthcare

- YMCA Healthy Living Collaboration – we will be focusing on prevention programming as well as treatment programming.
  - i. Programs include: Diabetes prevention, obesity clinic for kids, Behavioral Health parenting groups, and ways to increase group visits in many areas.
- Parenting Classes are being offered in the community with a “train the trainer” program geared towards Adverse Childhood Experiences (ACE) and violence reduction.
- A Patient Risk Stratification model has been developed that will redesign care around the patient’s risk.
- We utilize a Patient Centered Medical model that includes the use of care coordinators, & care managers.
- Use of motivational interviewing and goal setting at appointments
- To increase Prevention: National Diabetes Prevention Program, Workplace wellness initiative
  - i. Gundersen Health System is a leader in employee wellness in Western Wisconsin. We are actively engaged with over 40 companies in worksite wellness improvements reaching over 18,300 adults.
  - ii. Additionally we are leading a well-county initiative in La Crosse County in which we will demonstrate that over 20% of all adults in the county will be employed in a worksite where the employer has met national standards for achievement for workplace wellness. This effort is part of the Wellness Council of Wisconsin.

- Improve treatment: Patient Activation Measures with targeted interventions, Group Visits
    - i. Gundersen offers group based tobacco cessation and weight management programs. We also offer health coaching for patients and employees that could focus on disease conditions or risky behaviors. They have been offered face-to-face, electronically, and telephonically.
    - ii. We are developing ways to engage patients in their care and activation methods.
  - To improve disease management: Mobile technology-based health interventions
    - i. We have several disease management registries (diabetes, CHF, CKD, chronic pain, etc.) where chronic care is managed using evidence-based standards.
    - ii. We may be involved in a community-based chronic disease management program – based on the Stanford’s Chronic Disease Self-Management Program– in Houston County, MN. We have been approached by the state of WI in the past to coordinate a community-based self-care program living with chronic disease.
    - iii. We encourage our patients to use the State Tobacco Quit Line, providing information and how to contact. We also enroll Pregnant smoking women into the First Breath Smoking cessation program
    - iv. Use of our patient portal – MyCare for increased engagement with patients.
    - v. Communication with the care team about condition, medications, etc.
    - vi. We are piloting the ability to have patient share physical activity and weight measurement through wireless devices.
- 3) Connect People to Community and Social Resources
- YMCA Health Living Collaboration – Opportunities for increased screening of certain disease states and increased coordination of clinical and community interactions. Full list of programming will be finalized in March.
  - YMCA Teen Center – We are increasing the coordination between community (School District, YMCA, Boys and Girls Club, etc) and our clinical people.
  - Working with Andrea Hauser on the use of Community Paramedics to support Congestive Heart Failure patients.
  - Expanding screening and referral through any health or social service entry point

We provide limited screenings in the community at such events as the Farm Show or Wellness Expo. Community members can get their blood

- i. pressure checked and learn about health topics. At worksite locations we
  - ii. offer cholesterol screening, diabetes screening, skin cancer screening, hearing tests. In 2015 we screened over 14,800 patients.
  - iii. Our behavioral health providers are using a Trauma Informed Care model, also screening for Adverse Childhood Experiences.
  - iv. Patients who are identified as tobacco users are assessed for their readiness to quit. They are provided with resources that are appropriate based on their readiness.
  - v. All clinic patients are screened for risk of depression using the PHQ-2 or PHQ-9. Special community depression screening days occur through-out the year. Gundersen Health System is also a leader in the Change Direction community awareness program around the five signs of suffering and stigma around mental health.
- Linking and coordinating clinical and community
    - i. Transportation: We provide financial support for the SMRT bus and Coulee Trails. Both are low cost transportation systems that provide rides for patients to get to appointments. We also provide vouchers for patients who may need a ride home from an appointment. We also support alternative transportation for our employees and patients (supply bike racks, etc.)
    - ii. Food: We have conducted research on food deserts in our service area, and are working on plans to make healthy food available and affordable in those areas. We are a strong supporter of our food shelves – donating financially on Doctor’s Day, and also holding multiple food drives within our system throughout the year. We provide our patients and families with food vouchers when they have long days in our clinic. We donate our leftover cafeteria food to the Salvation Army. We’ve donated computers to local food pantries so their customers could enroll on-site for SNAP (food stamp assistance programs).
    - iii. Housing: We are actively engaged in several housing improvement projects near our La Crosse campus. Our employees helped build 3 habitat homes. Our employees actively participate in Project Renew in this neighborhood. Its purpose is to improve the housing conditions. We encourage our employees to live in our neighborhood by providing financial assistance on property tax. We are working with the city of La Crosse to improve housing conditions in this and other neighborhoods.
  - Linking and coordinating care between health providers



easily achieved. Jean and Marilu, you are well aware of the challenges associated with the patient and provider linking. There are a number of national initiatives/vendors working on provider directories and record locators. A solution for WI needs to connect with national initiatives.

Examples of IT alignment with our work at Gundersen:

- Gundersen contracts with The Wisconsin Statewide Health Information Network (WISHIN) to serve as our Health Information Service Provider (HISP). Gundersen exchanged over 6,745 records in 2015 through WISHIN via DIRECT. DIRECT is like an e-mail address in which information is sent from one EHR to another following a standard format called a Continuity of Care Document (CCD).
- A provider directory that included Community providers and ability to exchange information with them would improve continuity of care. Gundersen achieves this today by offering web access (GHS Link) to the electronic health record.
- Integration of behavioral health with primary care is ongoing. Gundersen has adopted opening access (as allowed in 2013 change in WI Stat.) to BH records to support care and health information exchange.
- Open Records Initiative to improve patient engagement. Dr. Mike Redman will be leading this initiative at Gundersen in 2016.
- Inter-operability- mapping to a standard lab reporting that could be integrated and used for patient treatment and quality reporting would be a significant value. Today, Gundersen has 4 FTEs (excluding OB and Anticoagulation resources) dedicated to entering external lab values discretely into the electronic health record.
- Consumer Tools and Home Monitoring. In 2016, we plan to kick off an initiative on home monitoring for BP and or weight using tools in the home that send the information to their providers or Care Coordinators via MyCare. The Diabetic population with hypertension identified in the SHIP work may be an excellent use case.
- Quality reporting, data analytics. Transparency and data analytics to improve population health and quality of care is a Gundersen initiative. Standards, data integrity and data mapping will need to be a large part of this as we aggregate data across the state.

Gundersen Health System has an interest in continuing participation and alignment with the SHIP recommendations. We have participated in the planning through the steering committee, workgroups and sub-committees. We would consider collaborating on practice transformation, payment reform, continuing alignment on performance scorecard and care experience and on population health plan development, value based payment acceleration, employee engagement and development as well as HIT/Analytics. We can bring our experience and expertise in multiple ways.

January 25, 2016

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Wisconsin Department of Health Services

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

A handwritten signature in cursive script that reads "Marilu Bintz MD". The signature is written in black ink and is positioned to the left of the typed name.

Marilu Bintz, MD

Senior Vice President, Population Health & Strategy

Gundersen Health System



ELDON SKOGEN  
*Board Chairman*

PAMELA GUTHMAN  
*Chief Executive Officer*

*OPENING DOORS. CREATING OPPORTUNITIES.*

January 22, 2016

The State of Wisconsin  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan to the Center for Medicare and Medicaid Innovation (CMMI).

Indianhead Community Action Agency (ICAA), Inc. is a rural, private, not-for-profit community action agency located in northwestern Wisconsin. The agency's mission is to assist individuals in achieving self-sufficiency by providing the resources, education, and services necessary to develop healthy families, sustainable communities and strong local businesses. We provide services in Rusk, Taylor, Washburn, Burnett, Clark, and Sawyer counties and also provide home health, personal care, and supportive cares to the elderly, frail, and disabled populations in 11 counties. ICAA, Inc. encompass more than 7000 square miles in providing services aimed at the determinants of health to support the population becoming as self-sufficient as possible and in achieving an optimal level of wellness.

ICAA, Inc. is in full support of health care innovation as there are increasing needs of our rural, low-income population in not only clinical health, but in amongst the determinants of health. We provide services supporting the 40% of the determinants of health in the areas of housing, weatherization, food pantries, and service entry for basic needs in the case of a fire, homelessness, evictions, as well as Head Start and Early Head Start services. However, there has not been the changes needed for front line providers to encompass and support these determinants of health in a way that is needed especially in improving the health of rural, impoverished populations.

ICAA, Inc. supported salary, travel/transportation costs which included 400 miles round trip to participate in each of the Care Redesign meetings held in southern or southeastern Wisconsin. The mileage, salary, and time (8 hours round trip) were all in kind donation by ICAA, Inc. (as a non-profit community action agency), who has limited resources. As a doctoral prepared public health nurse, with a background and focus on the determinants of health, my contributions included being part of the discussion to challenge stereotypes and perceptions on issues around health inequities, disparities, poverty, and the determinants of health especially with rural populations.

Our organization supports and wishes to align the efforts of Wisconsin's State Health Innovation Plan to improve health and healthcare.

Sincerely,

A handwritten signature in black ink, appearing to read "Pamela L. Guthman".

Pamela L. Guthman, DNP, RN, BC  
Chief Executive Officer  
Indianhead Community Action Agency, Inc.



# Integrated Health Network

of Wisconsin | Health care that makes us all feel better.

January 28, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

- Integrated Health Network of Wisconsin is a Clinically Integrated Network of accountable providers focused on improving the health of the populations it serves while providing the highest quality healthcare when required.
- IHN's core functions are to improve clinical quality, aggregate membership in value based payment models, and improve data aggregation and analytics. With over 20 value based contracts signed and over 200,000 lives under management, IHN is attempting to achieve the quadruple aim of improving patient experience, improving population health, lowering per capita cost of care, and maintaining physician and provider well-being.
- IHN staff and Member system leaders served as members of SHIP's Workgroups and Advisory Boards, supported its mission, and are pleased with the outputs of the initiative. Improving health for co-morbid diabetic patients will require not only changes to care delivery pathways, but also a comprehensive improvement with respect to 80% of health outcomes that are determined by behaviors, social and economic factors, and physical environment. IHN will be continually interested in statewide collaborative efforts for improving health and healthcare.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

Kurt Janavitz  
Chief Executive Officer



# Marshfield Clinic®

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## HEALTH SYSTEM

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1000 N Oak Ave, Marshfield, WI 54449  
1-800-782-8581 • 715-387-5511  
[www.marshfieldclinichealthsystem.org](http://www.marshfieldclinichealthsystem.org)

January 27, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Marshfield Clinic Health System (MCHS) is a vertically integrated structure based on Marshfield Clinic, a 100 year-old multispecialty group practice with more than 50 locations in Wisconsin, serving patients through accessible, high quality health care, research and education with more than 700 physicians in over 80 specialties and about 8,600 employees. Included within Marshfield Clinic are the Marshfield Clinic Research Foundation and Marshfield Clinic Division of Education.

MCHS also owns Security Health Plan of Wisconsin, Inc., serving about 230,000 residents in 41 counties of Wisconsin. Accredited by the National Committee for Quality Assurance (NCQA), Security Health Plan insures employees of large and small businesses; individuals and families; has a full service Medicare Advantage Plan service line; State of Wisconsin Medicaid products; and administers self-funded employer health plans.

Family Health Center of Marshfield, Inc., (FHC) is contained within MCHS and is a federally qualified healthcare center with multiple locations throughout central, western and northern Wisconsin. Services of FHC include not only a full spectrum of multispecialty medical services, but also dental services focused on oral health with multiple sites throughout the same geographical areas. FHC serves the medical and oral health needed of its patients regardless of ability to pay.

Marshfield Clinic is committed to our mission of enriching lives through accessible, affordable compassionate health care. The SHIP approach is to improve access to appropriate care, focus on improving outcomes in term of quality and patient experience as well as practicing safe, evidence-based care that is efficient and of lower cost to our patients, communities, employers, and payers. These strategies align directly with those of the MCHS. Recent changes in our practice include same day appointing to primary and specialty care, expanded access to behavioral health services including those embedded within primary care practices, access to dental care for the uninsured and a focus on improving quality while actively reducing cost. Cost reduction efforts focus on appropriate use of medical services (high end imaging and surgical services as examples), the movement of hospital-based

services to an outpatient setting and an ongoing focus on care coordination efforts to reduce or avoid unnecessary outpatient services, hospitalizations and readmissions. MCHS is also committed to educating our patients and enabling them as a functioning member of their healthcare team. Efforts here include bolstering existing transparent data on population health, quality metrics, patient experience information and cost containment/reduction efforts.

MCHS is actively involved with the SHIP. Representatives of MCHS participated in planning and development meetings and various committees tasked to form the SHIP model. Aligning activities of MCHS include founding membership and Board of Director representation with the Wisconsin Collaborative for Healthcare Quality (WCHQ), participation in and Board leadership for Wisconsin Health Information Organization (WHIO), and participation in the State Value Committee (SVC). We are also actively engaged in efforts at a State and National level to move forward in a value-based care environment with movement away from fee-for-service payment models. Examples of this work include our participation in the Medicare Shared Savings Accountable Care Organization Program.

In conclusion, MCHS supports Wisconsin's SHIP to improve patient/community health and is interested in participating in future health and health care collaborative efforts as they align directly with the past, current and future efforts of our health system.

Sincerely,



Narayana S. Murali, MD, FACP  
Executive Director  
Marshfield Clinic



January 23, 2016

Wisconsin Department of Health Services  
c/o [craig.steele@dhs.wisconsin.gov](mailto:craig.steele@dhs.wisconsin.gov) and [lacey.jafolla@wisconsin.gov](mailto:lacey.jafolla@wisconsin.gov)

Office of the Dean  
and Executive Vice President

RE: MCW SUPPORT FOR THE WISCONSIN STATE HEALTH INNOVATION PLAN

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter from the Medical College of Wisconsin (MCW) in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI). The statewide collaborative approach was inclusive, thoughtful and refreshing.

- The Medical College of Wisconsin is a private, free-standing academic medical center and health science university in Milwaukee with approximately 5,170 faculty and staff. Our mission is to be a national leader in the education and development of the next generation of physicians and scientists; to discover and translate new knowledge in the biomedical sciences; to provide cutting-edge, interdisciplinary and compassionate clinical care of the highest quality; and to improve the health of the communities we serve.
- MCW advances health and healthcare innovation by improving access, quality, equity, and the care experience. In partnership with Froedtert Health, Children's Hospital of Wisconsin, and Integrated Health Network, we are making cost, quality, and performance data transparent to consumers; improving population health; and reducing costs attributed to preventable hospitalizations and emergency department visits.
- MCW has specific initiatives that align with the SHIP recommendations. We are interested in participating through the Statewide Value Council, Advisory Boards, and Workgroups. Our interests include the SHIP transformation strategic focus areas to: 1) improve people's activity participation in their health and healthcare; 2) expand behavioral health integration in primary and specialty care; 3) improve connection for people between clinic and community and social resources; and 4) reduce disparities linked to poor health and healthcare outcomes, with a special focus on adults age 18-64 years with diabetes and hypertension or depression.

In summary, MCW supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future efforts.

Sincerely,

Joseph Kerschner, MD  
Dean of the School of Medicine and Executive Vice President  
Medical College of Wisconsin

Scott Walker  
Governor



1 WEST WILSON STREET  
P O BOX 309  
MADISON WI 53701-0309

Telephone: 608-266-8922  
FAX: 608-266-1096  
TTY: 711 or 800-947-3529

Kitty Rhoades  
Secretary

**State of Wisconsin**  
Department of Health Services

dhs.wisconsin.gov

January 29, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

RE: WISCONSIN STATE HEALTH INNOVATION PLAN

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI) on behalf of the Wisconsin Medicaid Program.

The Medicaid and BadgerCare Plus programs serve over one million residents throughout the state with an annual budget over \$9 billion. Initiatives within the Medicaid division like the Complex Care Management program are currently underway to support members in realizing better health and improved quality of life through innovative community integration and care delivery and value-based payment redesign. And we are working alongside great partners in the state, including community coalitions, healthcare providers and payers, local and state public officials, and multi-stakeholder public-private partnerships to make this happen.

The Medicaid division was pleased to participate throughout the development of the SHIP, both at a leadership level and within the workgroups. The SHIP design process provided an opportunity to further understand complex populations, consider several options for value-based payment and to determine best practices that will benefit our state programs in the future.

The Medicaid division remains committed to working with our state and federal public-private partners. We look forward to participating in future health and healthcare collaborative efforts.

Sincerely,

A handwritten signature in cursive that reads "Kevin E. Moore".

Kevin E. Moore  
Medicaid Director

January 22, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Mental Health America of Wisconsin (MHA) is dedicated to improving the mental health of all Wisconsinites through information, education and advocacy. Because we address mental health across the spectrum from resilience and mental health promotion to concerns affecting adults and children with serious mental illnesses we have had a particular concern for the integration of health and behavioral health care. This is important both to ensure that individuals who might have mild to moderate disorders can be treated in primary care settings and to ensure that individuals with serious mental illnesses are getting what are often significant health care concerns addressed. Therefore we have been happy to participate in the SHIP process.

We strongly endorse the basic goals that have arisen out of the SHIP process. We believe that although the process focused on certain narrow populations that the goals are actually broadly applicable to a wide array of individuals who experience chronic health conditions. This should mean that any implementation of practices deriving from this project should have a larger impact across the populations served in primary care.

MHA's most significant concern throughout the process has been the failure to adequately incorporate representation from members of the clinical population being addressed. We have a strong interest as this project goes forward in assisting DHS in considering how best to bring the voice of the "consumer" more centrally into the conversation. For us this means those living with mental illnesses. MHA is a leader in the state in employing such individuals in our programs and we believe we have much to offer in terms of how individuals with lived experience of mental illnesses can move the goals of the SHIP forward.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,



Shel Gross, Director of Public Policy

January 25, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

MetaStar is a statewide independent health care quality improvement organization that contracts with federal and state governments, providers, and health plans to provide quality improvement technical assistance, quality oversight, practice transformation coaching, health IT consulting, and data auditing. Our work for the federal government has included the establishment of the HIT Regional Extension Center for Wisconsin and over forty years' experience as the Medicare Quality Improvement Organization (QIO), now a partner in the Lake Superior Quality Innovation Network. Our mission is to effect positive change in health and health care.

Our organizational mission and strategy for the future align perfectly with the SHIP recommendations. Our work increasingly is focused on population health improvement and in helping providers make the change to being paid for value. We therefore stand ready to continue our support for the SHIP efforts going forward through participation in governance, committees, workgroups, and as a partner in contract or grant work that may arise.

MetaStar supports Wisconsin's SHIP to improve health and healthcare and will participate in future health and health care collaborative efforts.

Sincerely,



Greg E. Simmons  
President and Chief Executive Officer

GES/vla

[www.metastar.com](http://www.metastar.com)

2909 Landmark Place  
Madison, WI 53713

608-274-1940  
800-362-2320

January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health Innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Molina Healthcare of Wisconsin, Inc. (Molina) is a healthcare organization that has provided quality healthcare services to vulnerable families and individuals for over 35 years. Molina embraces healthcare innovations and change as quickly as possible to ensure that not only are Molina members receiving quality healthcare, but that public funds are being used in a prudent manner. Molina is one of the top three health maintenance organizations in the state of Wisconsin in terms of membership, providing coverage to nearly 75,000 individuals receiving BadgerCare Plus and SSI Medicaid.

Given Molina's experience with providing healthcare services to some of the most vulnerable populations, we understand the impact and important role that socioeconomic factors have on healthcare outcomes. Molina supports bringing formal and informal community services to our members, and facilitates best practices in providing community-based healthcare for our members. Our ability to leverage innovative technologies such as telemedicine to help meet the needs of members and healthcare providers, emulates the healthcare innovation components of Wisconsin's SHIP model. Molina continues to work with providers on value-based reimbursement payments, and believes in the value that they bring to the healthcare system.

Molina shares the goal of serving Wisconsin's most vulnerable populations, and has robust care management models that serve our members in their own communities. Our focus on self-direction creates a greater self-awareness on the part of the member, and leads to improved self-management of chronic conditions. Molina has developed the Molina Community Connectors program to facilitate community, socioeconomic based supports, and provider collaboration to improve health outcomes for our members. Molina's Community Connectors engage with members at multiple levels, including attending provider appointments with our members when needed, empowering members to

11200 Parkland Ave Milwaukee, WI 53224

become better at self-management of health conditions, and otherwise supporting members and their families. Molina interdisciplinary care teams include a focus on the member's health needs and socioeconomic factors, and uses tools such as motivational interviewing and community education programs to ensure that we not only understand members' needs but are supporting our members in meeting their personal and healthcare goals. Additionally, Molina has a specific strategic focus on the whole person, and recognizes that behavioral health is a key component in overall healthcare needs. Behavioral health impacts more than 70% of our members, and we are demonstrating a focus on innovative partnerships with providers around these behavioral health needs. In order to help our members achieve better health and personal goals, Molina partners with more than 14,000 providers and over 800 community and faith-based organizations in our members' local communities through the state of Wisconsin. Likewise, Molina partners with local health departments and departments of aging, as well as other government agencies, to serve our members and ensure that we are meeting the communities' local needs.

Molina appreciates the importance of Wisconsin's SHIP effort, and would like to serve on the steering committee and workgroups for this initiative going forward. It is vital to have healthcare organizations that are providing care services and care management at the table when discussing strategies for improving population health. We are also, interested in learning more about the Wisconsin Department of Health Services' (DHS) data needs and the type of support that DHS is looking for in that regard.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,



Scott R. Johnson

Plan President  
Molina Healthcare of Wisconsin, Inc.



January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

NorthLakes Community Clinic is a rural FQHC serving thirteen rural counties in north and north eastern Wisconsin. We have 10 sites in 7 communities and operate the largest school-based preventive dental program in the state. Our mission is to respond to the health care needs of our communities with an integrated array of quality services and actively remove barriers to care. We are an organization driven to improve access and outcomes. We were formed as a "paper start-up" in 2008. In 2015, we provided over 70,000 medical, dental and behavioral health visits to 24,000 patients.

NorthLakes' vision is healthy, prosperous, engaged communities where everyone thrives. Health care providers, like us, cannot continue on our same trajectory and realize this vision. For this reason, we have been dedicated to innovation in health care since our inception. We have participated in almost every clinical, financial or operational pilot program our state association (Wisconsin Primary Health Care Association or WPHCA) has implemented; including projects focusing on more effective pain management, improved outcomes for Chronic Kidney Disease, coding and documenting the social determinants of health in our electronic health record, motivational interviewing, exploring alternative 'pay-for-value' reimbursement models with payers, etc.

We have a variety of initiatives that align with the SHIP recommendations and are very interested in participating in future collaborative efforts.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

A handwritten signature in cursive script that reads "Reba Rice".

Reba Rice  
CEO

ASHLAND  
HAYWARD  
IRON RIVER  
MINONG  
TURTLE LAKE  
WASHBURN



January 25, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

The Pharmacy Society of Wisconsin is the state-based organization that serves and represents pharmacists and pharmacy practices in Wisconsin. PSW has over 4,000 members and represents pharmacists in every type of pharmacy practice.

PSW is an active proponent for health system change that is centered on better care integration and coordination. As you know, PSW was a recipient of a CMMI Health Care Innovation Award and worked closely with DHS, commercial insurers in Wisconsin, and over 500 pharmacy providers in the development and conduction of the CMMI-sponsored project—the Wisconsin Pharmacy Quality Collaborative (WPQC). The singular purpose of WPQC is to improve medication use and quality amongst Wisconsin's residents. Through the project we learned that much more needs to be done in this area.

We are committed to further health care quality improvement efforts in Wisconsin, especially those that are vested in assuring the optimization of medication therapy. The challenges experienced by consumers when receiving care across multiple settings and from different providers, especially when they are very ill, and taking many medications.

The Pharmacy Society of Wisconsin supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher J. Decker".

Christopher J. Decker  
Executive Vice President & CEO



January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Scenic Bluffs Community Health Centers is a rural federally qualified health center serving residents of Monroe, Vernon, La Crosse and Crawford counties in western Wisconsin. We offer medical, dental, mental health, pharmacy services and health education to over 7,500 of our neighbors.

Our organization has a strong commitment to our mission – to provide accessible, patient centered primary health care focusing on disease prevention and education to improve the health and well-being of our communities; communities like Cashton, Norwalk, Ontario, Viroqua, Westby, Gays Mills and La Crosse. We work closely with area public schools in several communities on school nurse services, community wellness and dental sealants. We understand that costs of preventable hospitalizations can be avoided by effective use of primary care. To this end, we are working with our emerging Latino immigrant community working in small manufacturers and on local dairy operations to educate them on how to effectively use their insurance and primary care services. We understand that a healthy workforce at all levels is key to a strong and vibrant community. Our organization also partners with over 32 different local and statewide coalitions and groups in all our work.

Scenic Bluffs is closely aligned with data improvement through the Wisconsin Primary Health Care Association. This data integration, while at its early stages, sets the stage for a strong understanding of impact and can track improved patient outcomes. We understand that our organization is seen as a leader in the communities in which we operate and we continue to advance the work of community initiatives (Cashton servant leadership, communitywide fitness initiatives, or Lugar de Reunion in Sparta) to create local, sustainable approaches to improved health. Health is much more than walking in the door of a clinic and our staff and Board take the messages of community health to their areas of influence. We also are active in area workforce development initiatives – so many of our current and future employees come from our communities and we understand and contribute to pipeline programs in many areas, including health.

We would be interested in participating in local community learning networks, and assisting with advisory work groups. Please know the coordination and leadership of Wisconsin SHIP is appreciated and needed. Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

A handwritten signature in black ink that reads "Mari Frelberg". The signature is written in a cursive style.

Mari Frelberg, CEO  
Scenic Bluffs Community Health Centers  
238 Front Street  
Cashton, WI 54619



555 West Washington Ave, Suite 200  
Madison, WI 53703

www.wccf.org  
608-284-0580  
608-284-0583

January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health Innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

The mission of the Wisconsin Council on Children and Families (WCCF) is to ensure that every child in Wisconsin grows up in a just and nurturing family and community. WCCF is a multi-issue child and family advocacy organization, providing research, policy analysis, public education and advocacy that lead to improved outcomes for children in the areas of health, economic security, safety and education.

WCCF supports health and healthcare innovation in Wisconsin by engaging in research and advocacy aimed at making quality health care available and accessible for all Wisconsinites. We believe that for Wisconsin to achieve those goals, our state needs to transform its health care system in fundamental ways to make it more efficient, while also making it a high priority that the reforms should eliminate severe racial and ethnic disparities in health outcomes.

Through our work on health care issues and our "Race to Equity" project, WCCF is engaged in efforts to shed a light on disparities related to health and to help identify effective strategies for reducing and eliminating those barriers. We are interested in supporting initiatives related to population health that improve health care and outcomes for people with chronic conditions, and particularly conditions that have disproportionately impacted low-income and minority families. In addition, we want to work with health care providers to expand their efforts around population health by tackling some of the social determinates that are the key factors in causing the disparities in health that are far too pronounced in Wisconsin.

We are very pleased that DHS and a wide range of stakeholders have come together to develop the SHIP that you are submitting to CMMI. We support the goals of the SHIP to improve health and healthcare and we are interested in participating in future health and health care collaborative efforts, particularly around the issue of population health.

Sincerely,

Ken Taylor,  
Executive Director



January 26, 2016

Wisconsin Department of Health Services  
1 W Wilson Street  
Madison, WI 53703

RE: WISCONSIN STATE HEALTH INNOVATION PLAN

Dear Dr Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health Innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI). Since 1969, Sixteenth Street Community Health Centers has provided high quality health care, health education and social services for residents of the multi-cultural neighborhoods on Milwaukee's South Side.

An independent non-profit agency, Sixteenth Street now operates at five locations, Sixteenth Street is the only source of medical care for more than 7,500 individuals without any health insurance and nearly 19,000 patients who rely on the Medicaid program.

Sixteenth Street is one of the 17 community-based primary care health centers in Wisconsin. We are led by a board of directors which includes many individuals who use our services and represent our community. We accept all patients regardless of their ability to pay or their language, treating all with the utmost respect for their culture and values.

Our goal is to keep all of our patients working, studying and thriving. Our excellent care allows them to do just that. We have created over 330 jobs economically benefiting an impoverished neighborhood.

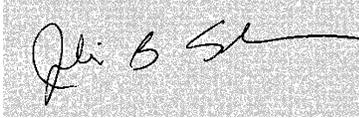
The care we provide along with the various supplemental and preventative services alleviates stress on hospital emergency rooms and keeps the overall cost of health care in check for local employers.

In 2014, Sixteenth Street served more than 36,000 patients at more than 156,000 individual visits. Our patient population is 85% Hispanic with the other 15% representing a diverse variety of cultures. 57% of our patients are women and girls and 41% are children. More than half of our patients reported incomes below 100% of the poverty level.

As an FQHC we are always working towards improving access to medical care to our community's most vulnerable residents. In collaboration with the Wisconsin Collaborative for Healthcare Quality we are bringing our quality outcomes and information to a public space, increasing performance data transparency to consumers.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

A handwritten signature in black ink on a light gray background. The signature appears to read "Julie B Schuller" in a cursive, flowing script.

Dr. Julie Schuller, MD, MPH, MBA, FACP  
Executive Vice President and Vice President of Clinical Affairs  
Sixteenth Street Community Health Centers



January 20, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI). Ujima United, LLC was founded in 2014 and serves as a partner for change, providing a wide range of professional consulting services to individuals, organizations, and communities. By providing facilitation, strategic planning, and community health assessment and planning support, Ujima United promotes health and healthcare innovation across Wisconsin.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts. As the former State Health Plan Officer for the Wisconsin Division of Public Health and a previous member of the Population Health Workgroup for the SHIP initiative, I would be, personally, interested in serving in whatever capacity is needed to help continue this important work.

Sincerely,

*Kim E. Whitmore, MSN, RN*

Kim E. Whitmore, MSN, RN, CPN  
Owner  
Independent Consultant

Ujima United, LLC  
2780 Blue Aster Blvd  
Sun Prairie, WI 53590  
Email: [kwhitmore@luc.edu](mailto:kwhitmore@luc.edu)  
Phone: 414-403-2699



January 22, 2016

Secretary Kitty Rhoades and Dr. John Toussaint  
Wisconsin Department of Health Services  
One West Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades,

The University of Wisconsin Center for Tobacco Research and Intervention (UW-CTRI) is pleased to offer its enthusiastic support for and alignment with Wisconsin's State Health Innovation Plan (SHIP) application to the Centers for Medicare and Medicaid Services (CMS) Center for Medicare and Medicaid Innovation (CMMI).

For 25 years, UW-CTRI has worked with health systems across Wisconsin, including Wisconsin Medicaid, to help health care practitioners and systems integrate evidence-based methods to identify and intervene with patients who use tobacco. One component of our work includes integrating the Wisconsin Tobacco Quit Line (WTQL, 800-QUIT-NOW), a free, evidence-based tobacco cessation treatment extender, into health care systems and clinician workflow. The most recent innovation is integration of a referral into the electronic health record (EHR) to make it convenient and efficient for clinicians to refer patients to the WTQL directly from the EHR.

Our work aligns with SHIP in both the population health and the health information technology initiatives. Helping connect smokers to evidence-based cessation resources has the potential to improve the health of patients and to achieve significant savings for payers, two core goals of healthcare reform.

UW-CTRI looks forward to collaborating with SHIP to improve health and healthcare by reducing tobacco use in Wisconsin.

Sincerely,

Michael C. Fiore, MD, MPH, MBA  
Professor of Medicine  
Director, Center for Tobacco Research and Intervention  
University of Wisconsin School of Medicine and Public Health

January 22, 2016

Kitty Rhoades, Secretary  
Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

John Toussaint, MD, CEO  
Chair, Wisconsin Statewide Value Committee  
ThedaCare Center for Healthcare Value  
100 W. Lawrence Street  
Appleton, WI 54911

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

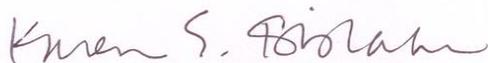
The University of Wisconsin Population Health Institute (UWPHI) advances health and well-being for all by developing and evaluating interventions, and promoting evidence-based approaches to policy and practice, at the local, state, and national levels. The Institute works across the full spectrum of factors that contribute to health. Our work is used by those seeking to realize longer, healthier lives for all, including community coalitions, health care providers and payers, local and state public officials, and cross-stakeholder collaboratives.

We were pleased to have many UWPHI products used in SHIP development, including the *County Health Rankings* model of health outcomes and contributing factors, analyses of overall length and quality of life from the *Wisconsin Health Trends: 2014 Progress Report*, and numerous specific strategies from What Works for Health.

Moving forward, UWPHI will continue to advance key themes of the SHIP, including the importance of working across the many determinants of health, engaging stakeholders from diverse sectors in community-level priority setting and action, and emphasizing health promotion and disease prevention at every phase of health and illness. UWPHI may also be able to provide assistance to SHIP implementers. Through the generous support of the Wisconsin Partnership Program, UWPHI offers training and technical assistance to local and state-level coalitions through the Healthy Wisconsin Leadership Institute. Coaching for community health improvement efforts is also available through the *County Health Rankings and Roadmaps* Action Center, in partnership with the Robert Wood Johnson Foundation. Coalitions, at both a local and statewide level, that are seeking to advance the SHIP recommendations should be encouraged to explore training and consultation through these options.

The work of the SHIP has advanced a critical dialogue on many ways to improve health and health care outcomes across Wisconsin. UWPHI supports Wisconsin's SHIP, and we look forward to participating in future collaborative efforts to transform health and health care.

Sincerely,



Karen E. Timberlake  
Director, UW Population Health Institute

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

United Way of Wisconsin is the statewide organization providing member support services to the 43 local and independent United Ways in Wisconsin. We support the work of local United Ways in their efforts to build strong communities and improve the community condition.

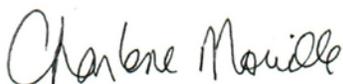
In addition United Way of Wisconsin manages 2-1-1 Wisconsin and coordinates efforts of the seven 2-1-1 contact centers in our State. 2-1-1 is a three-digit dialing code that provides all residents of Wisconsin with a way to vital human services for everyday life or in times of crisis. By dialing 2-1-1 anywhere in the state of Wisconsin, people are linked to information about local resources, from both government and nonprofit organizations. From the single parent seeking food for their children to the senior citizen looking for in-home care, 2-1-1 brings people and community resources together.

United Way supports your health and healthcare innovation efforts. By working together we will be able to improve access, quality and equity in all aspects of care in a cost efficient manner.

Several local United Way initiatives align with the SHIP recommendations and we as a network will work locally and statewide to further our partnerships. In addition, 2-1-1 is a vital resource in connecting between clinic and community/social resources. Currently 2-1-1 provides health and human service resources to all counties in our state.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,



Charlene Mouille  
Executive Director  
United Way of Wisconsin  
2-1-1 Wisconsin



4979 Hickory Court, Elkhorn, WI 53121  
(262) 949-2971

January 22, 2016  
Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN (SHIP)**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

- The Wisconsin Association of Free & Charitable Clinics, Inc (WAFCC) is a 501(c)3 nonprofit organization that promotes collaboration, trust, peer-to-peer learning, and best practices among Wisconsin's 70 free and charitable clinics (FCCs). WAFCC tells the story of Wisconsin's safety-net clinic, their communities, their patients, and their continued need - #TheNeedContinues. The mission of WAFCC is to support, strengthen, and advocate for the uniqueness of the Wisconsin FCCs, the patients they serve, and the communities with whom they partner.
- WAFCC supports Wisconsin's State Health Innovation Plan. In particular improving access, quality, equity, and care experience; empowering consumers through value based insurance design; making cost, quality, and performance data transparent to consumers; improving population health; reducing costs attributed to preventable hospitalizations and emergency room visits.
- WAFCC initiatives align with the SHIP recommendations. We are interested in participating in future health and healthcare collaborative efforts such as participation in governance, steering committees, workgroups, advisory boards, sub-committees; collaboration on programmatic inputs and/or activities, practice transformation, population health plan development, workforce development, and HIT/Analytics.

WAFCC supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

Katherine R. Gaulke, PhD, MHA  
Executive Director  
Wisconsin Association of Free & Charitable Clinics, Inc  
KatherineGaulke@hotmail.com

# Wisconsin Community Health Fund



January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

## **RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

To aid and accelerate ongoing community health improvement throughout Wisconsin, the Wisconsin Community Health Fund (WCHF) was incorporated in 2014 to ensure all Wisconsin residents have opportunities for health advancement within their respective community. Through the growth and focus of resources to shared state priorities in health, WCHF enables an environment where healthy communities and citizens thrive. Through WCHF's resource bridge, the organization links active community health coalitions to partners and resources from the philanthropy, business, public health, and healthcare sectors. For more information refer to our website at [www.wicomhealthfund.org](http://www.wicomhealthfund.org).

The creation of WCHF represents an innovative strategy for sustainable health improvement as it focuses on the strengthening of community structures for improvement, provides education and direction towards shared state priorities in health and helps to link communities to required volunteer and financial resources necessary for the advancement of health. WCHF is presently connected to the Wisconsin Department of Chronic Disease Prevention and Control Unit and leadership partners from the philanthropy, healthcare, public health and business sectors. A core strategy for sustainable resource support is through the development of partnerships with certified community foundations to create community health endowment funds. This model, while unique, is designed to function as a prevention fund for statewide health improvement.

WCHF looks forward to further promoting and supporting the work of the SHIP team through connecting partners and resources to future projects and initiatives. Through time the proceeds generated from community health endowment funds may also be explored as a payment strategy or incentive for local healthcare savings to be redirected and reinvested in prevention.

WCHF supports Wisconsin's SHIP to improve health and healthcare and is interested in further promoting this collaborative effort. Thank you for the opportunity to be part of this vibrant project and we look forward to further health improvement efforts together.

Yours In Service,

Rebecca Thompson, CPA, CFRE  
Executive Director, Wisconsin Community Health Fund



January 25, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

On behalf of the Board of the Wisconsin Collaborative for Healthcare Quality (WCHQ), I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

By way of background, WCHQ is a voluntary, non-profit consortium of organizations committed to using the public reporting of comparative measures of performance to catalyze improvements in the quality and affordability of healthcare in Wisconsin, and the health status of individuals and communities. In addition, WCHQ designs and facilitates collaborative learning sessions to promote the active sharing of "best practices" among its provider member organizations in an effort to elevate and accelerate improvement across Wisconsin. In the 13 years since we were founded, WCHQ has received national recognition for its work and has made numerous contributions to the emerging evidence base on the science of measurement and reporting. More importantly, WCHQ and its member organizations have directly contributed to a significant improvement in the quality of care as reflected in the measures we report via our website.

Given that our mission and value proposition aligns so closely with the goals of the SHIP, we have played an active role in its development. Our engagement spans the full breadth of the design process, including membership on the Statewide Value Committee and its Leadership Council and leadership of and participation on several SHIP Transformation and Enabling teams (Behavioral Health, Care Delivery Redesign, Health Information Technology, and Transformational Measurement). Our staff has contributed significant time, energy, and subject matter expertise honed from our years of experience in developing and publicly reporting comparative measures of physician/ambulatory performance; designing and evolving the technology infrastructure to support this work; and, convening and facilitating shared learning collaboratives geared toward quality improvement and practice transformation.

We are prepared to discuss assuming an equally active role in leading and/or supporting several components of the SHIP. The areas in which we are prepared to engage include the following:

1. **Governance.** We will actively participate in continuing discussions to determine the governance model that will oversee implementation of the SHIP.
2. **Transformational Measures.** We currently report a number of the measures recommended in the SHIP and are uniquely positioned to implement several others.



3. **Behavioral/Primary Care integration.** We are planning the launch of a Behavioral Health quality improvement collaborative in the near future and are prepared to examine ways in which to align this initiative with the pertinent recommendations in the SHIP.
4. **Peer-to-Peer learning network.** We have substantial experience as a convener and facilitator of shared learning with a focus on identifying and promoting the adoption of “best practices” for improving/transforming care delivery. We currently offer this service in multiple venues (bi-monthly Collaborative Assembly meetings, a Statewide Quality Improvement Event, and on-site improvement visits). We are interested in exploring whether and how our experience and our established venues might possibly evolve into a broader learning network to support SHIP implementation.
5. **Health Information Technology (HIT)/data analytics.** We will participate in further discussions regarding the “shared technology services” referenced in the SHIP. We will also consider leveraging our technology infrastructure (clinical data repository), data, and analytic capabilities where appropriate.

We applaud the Department for its leadership and commitment to this process and believe that the SHIP provides a roadmap for the on-going pursuit of improved health, better quality, and more affordable health care for the people of Wisconsin. We look forward to participating in the next step on this journey.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Queram", written in a cursive style.

Christopher Queram  
President and CEO  
Wisconsin Collaborative for Healthcare Quality

# WISCONSIN HOSPITAL ASSOCIATION, INC.



January 20, 2016

Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

Dear Dr. Toussaint and Secretary Rhoades:

On behalf of the Wisconsin Hospital Association (WHA) I am pleased to submit this letter in support of Wisconsin's State Health Innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

Our association represents community hospitals and regional integrated delivery organizations. Our members avidly embrace the Triple Aim and ongoing efforts to involve local communities in improving population health, the primary focus of SHIP.

Our association had five staff members actively involved in various aspects of the work of the Wisconsin SHIP. We contributed hundreds of hours in support of the SHIP's health and health care innovation focus and we particularly see the SHIP recommendations aligning well with our ongoing efforts to address and improve access, coverage, clinical quality and value based payments.

Looking forward, WHA is committed to continue working with the diverse stakeholders who contributed so much to the SHIP. Wisconsin has a strong history of stakeholder collaboration and we believe that the SHIP will continue to move us in that direction.

Kindest regards,

A handwritten signature in black ink that reads 'Eric Borgerding'.

Eric Borgerding  
President/CEO



January 20, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

The Wisconsin Center for Nursing, Inc. (WCN) is a not-for profit state nursing workforce center, under contract with the Wisconsin Department of Workforce Development, for the analysis and reporting on data from biannual nursing licensure surveys mandated under WI Stat. Chap. 106.30. It is our mission to assure an adequate, competent and diverse nursing workforce for the people of Wisconsin.

Nurses are the largest healthcare profession in the state and the nation, and play a vital role in healthcare transformation. Research recognizes that nurses can improve access and quality of care, and provide significant leadership in the areas of innovation and redesign of care models. We greatly support efforts that are directed in these areas, to reduce both costs and health disparities for improved population health, and quality of life for all.

As the designated nursing workforce center for our state, WCN is connected to a vast network of stakeholders in both education and practice arenas that are concerned with the future of the nursing workforce. Our network includes educators, health systems, practicing nurses and other healthcare providers, policy-makers, and multiple minority nursing associations and members of under-represented populations. Additionally, we are connected at the national level with influential organizations such as the Robert Wood Johnson Foundation, the Future of Nursing™ Campaign for Action, and the National Forum of State Nursing Workforce Centers. Collectively and collaboratively, we make evidence-based, informed decisions and recommendations to assure an adequate nursing workforce. As such, WCN can make valuable contributions on the Advisory Board, Steering Committee or various workgroups, for on-going SHIP activities as healthcare in our state transforms to cost-effective models and how nurses can positively impact that.

Our organization supports Wisconsin's SHIP to improve health and healthcare, and is committed to participating in future collaborative efforts on behalf of the people of Wisconsin.

Sincerely,

A handwritten signature in cursive script that reads "Judith M. Hansen".

Judith M. Hansen  
Executive Director  
Wisconsin Center for Nursing, Inc.



January 26, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter of alignment with Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation.

The Wisconsin Statewide Health Information Network, Inc., (WISHIN) serves as Wisconsin's state-designated entity (SDE) for electronic health information exchange (HIE). As the SDE, WISHIN has certain statutory responsibilities regarding the development, implementation and governance of HIE services in the state. WISHIN's network currently includes more than 1,100 sites of care across 60 of Wisconsin's 72 counties. Our master patient index now includes more than 3.4 million unique patients.

As you know, WISHIN has a history of partnering with state-government agencies (the Department of Safety and Professional Services and the Department of Health Services) and other organizations, such as the Milwaukee Health Care Partnership, to advance public-health goals and facilitate care coordination for Medicaid participants and other patients:

- Our integration with the state's Prescription Drug Monitoring Program (PDMP) allows prescribers to easily access information about a patient's controlled-substances history from within in our community health record.
- Our integration with the Wisconsin Immunization Registry (WIR) allows clinicians to view patients' immunization status from within the community health record and automates the process of reporting immunizations to WIR.
- Our development of an alerting functionality for Medicaid managed-care organizations facilitates their care-coordination efforts for chronic-disease populations and other Medicaid participants.
- We have facilitated automatic reporting of public-health syndromic surveillance data for dozens of customers.
- We will soon bring Medicaid prescription-fill information into the community health record.
- Implementation of our services in the greater Milwaukee area are informing clinical decision-making and assisting care-coordination efforts in the city's emergency rooms and Federally Qualified Health Centers, where many of those who have no medical homes seek care.



Wisconsin Department of Health Services

January 26, 2016

Page 2

There is substantial overlap between WISHIN's mission and vision and the goals of the SHIP recommendations. As noted above, WISHIN serves in an HIE governance role and has provided the foundational connectivity for dozens of health care organizations to automatically share and access clinical data on behalf of millions of patients in Wisconsin. WISHIN contributed to the SHIP discussions as part of the HIT Workgroup and noted that WISHIN is an existing resource that is worth leveraging to advance the goals of the SHIP.

The SHIP had goals that are ambitious and worthy, and we are confident that WISHIN can play an important role in helping to achieve them. We look forward to being at the table as the plan is implemented.

Sincerely,

Joseph A. Kachelski  
CEO



# Wisconsin Medical Society

Your Doctor. Your Health.

January 25, 2016

Wisconsin Department of Health Services  
1 West Wilson Street  
Madison, WI 53703

Re: State Health Innovation Plan (SHIP): Letter of Support

Dear Secretary Rhoades and Dr. Toussaint:

On behalf of the over 12,800 members of the Wisconsin Medical Society (Society), I am pleased to provide this letter of support of Wisconsin's SHIP. Founded in 1841, the Society is the largest medical professional society in Wisconsin. We welcome all physicians into membership regardless of practice specialty, practice location or practice environment. The Society exists to improve the practice environment of our physicians. By doing so, there is no question that we enhance the quality of care and care experience for our patients.

Several of the Society's members served on SHIP work groups or advisory councils. I continue to serve on the Statewide Value Committee's Leadership Council. Having been involved in this endeavor, it is evident to us that the design phase has been a mammoth undertaking over the past year. The Society looks forward to working with our partners in the public and private sectors as we move forward to the implementation stage.

The goal of the SHIP is to design a healthcare delivery and payment model that establishes a pathway toward breaking down the traditional silos of care delivery and payment. You have selected to focus on patients suffering from diabetes and hypertension, as well as patients suffering from diabetes and depression. While we certainly understand why SHIP leadership has selected these patients, the more substantial contribution lies in the model. The model that you have created will have the utility to be used in a vast variety of community-based settings.

The SHIP aligns perfectly with the Society's current and longer term focus: We support moving from volume-driven to value driven payment that is truly patient-centered. We support using the power of practical, usable and interoperable health information technology to enhance health care delivery and improvement measurement. Most important, we support the SHIP's focus on eclipsing traditional silos of healthcare delivery and payment so that care becomes truly patient-centered and all health care professionals involved in patient care are practicing to the highest degree that their licenses allow.

Once again, the Society looks forward to continuing this exciting work with our public and private sector colleagues. Congratulations on this monumental accomplishment!

Sincerely,

William R. Abrams  
Chief Executive Officer



January 22, 2016

Wisconsin Department of Health Services  
1 W. Wilson Street  
Madison, WI 53703

**RE: WISCONSIN STATE HEALTH INNOVATION PLAN**

Dear Dr. Toussaint and Secretary Rhoades:

I am pleased to submit this letter in support of Wisconsin's State Health innovation Plan (SHIP) to the Center for Medicare and Medicaid Innovation (CMMI).

The Wisconsin Primary Health Care Association (WPHCA) is the membership organization for Wisconsin's 18 Federally Qualified Health Centers (FQHCs). These FQHCs, or Community Health Centers (CHCs), serve nearly 300,000 Wisconsinites, including many who experience significant racial, ethnic or economic health disparities. Our mission is to improve health through the work of CHCs and their partners.

The WPHCA Board of Directors routinely engages in strategic planning, and during the most recent cycle, specifically named goals related to building data reporting systems to demonstrate value, modeling pay-for-value strategies with payers, and pursuing projects with partners and payers to achieve the Triple Aim. Each of these goals requires infrastructure, capacity, and willingness to transform. These goals are very closely aligned with the work of the SHIP.

Specifically, WPHCA is currently working on (1) a centralized data warehouse that will aid CHCs in optimizing interventions to achieve the highest possible quality for patients, facilitating health information exchange, and supporting practice transformation at the practice level, (2) a project to document the social determinants of health faced by CHC patients, (3) multiple quality improvement projects related to patient centered medical home development and using data to drive clinical decision making, (4) supporting CHCs in implementing and sustaining integrated behavioral health programs, and (5) participating in peer learning networks including the Wisconsin Health Information Organization, the Wisconsin Collaborative for Healthcare Quality, the Statewide Value Committee, and the Wisconsin Health Improvement Planning Process (WI-HIPP) Steering Committee. Each of these projects is closely aligned with SHIP goals.

Our organization supports Wisconsin's SHIP to improve health and healthcare and is interested in participating in future health and health care collaborative efforts.

Sincerely,

Stephanie Harrison, CEO  
Wisconsin Primary Health Care Association