Gundersen Health System

2014 Review
Forward-Looking Statement Disclosure

Certain statements in this presentation are forward-looking statements, including those that discuss strategies, goals, outlook or other non-historical matters; or revenues, income, returns or other financial measures. These forward-looking statements speak only as of the date on which they are made, and Gundersen Health System undertakes no obligation to update or revise any forward-looking statements. These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from this presentation.
GUNDERSEN HEALTH SYSTEM® STRATEGIC PLAN 2012-2016

Our Purpose is to bring health and well-being to our patients and communities.

Mission: We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

Vision: We will be a Health System of excellence, nationally recognized for improving the health and well-being of our patients, families, and their communities.

Commitment: We will deliver high quality care because lives depend on it, service as though the patient were a loved one, and relentless improvement because our future depends on it.

Values: Integrity – Perform with honesty, responsibility and transparency.
   Excellence – Measure and achieve excellence in all aspects of delivering healthcare.
   Respect – Treat patients, families, and coworkers with dignity.
   Innovation – Embrace change and contribute new ideas.
   Compassion – Provide compassionate care to patients and families.

Superior Quality and Safety
Demonstrate superior Quality & Safety through the eyes of the patients & caregivers

Outstanding Patient Experience
Create an outstanding Experience for patients and families

Great Place
Create a Culture that embraces a passion for caring and a spirit of improvement

Affordability
Make our care more Affordable to our patients, employers, and community

Growth
Achieve Growth that supports our mission and other key strategies
The Market Leader

MARKET AND SYSTEM STATISTICS
Gundersen Service Area

MINNESOTA
- Minneapolis/St. Paul (215 miles)
- Rochester (74 miles)

WISCONSIN
- Eau Claire (88 miles)
- Green Bay (202 miles)
- La Crosse (74 miles)
- Milwaukee (211 miles)

IOWA
- Des Moines (273 miles)
- Iowa City (185 miles)

ILLINOIS
- Chicago (284 miles)
Gundersen serves:
- 19 counties
- 3 states

Consists of:
- Multi-specialty group medical practice
- Tertiary teaching hospital
- Regional community clinics and hospitals
- Behavioral health services
- Vision centers
- Pharmacies
- Air and ground ambulances
- Renewable energy companies
- Long-term care facilities
- Health Plan
- Foundation
Today We Are

An Integrated Delivery System

65 Clinic locations; Primary and Specialty Care

5 Hospitals including behavioral health

Medical Foundation

6,475 total employees
  • 522 Physicians
  • 301 Associate Staff
Where do our patients come from?
Where do our patients come from?

$500-$600M revenue per year to GHS from outside La Crosse County
Outpatient Hospital Market Share
Primary Service Area

Source: Truven Health Analytics, Market Expert 02/2014
Inpatient Hospital Market Share
Primary Service Area

<table>
<thead>
<tr>
<th>Year</th>
<th>La Crosse County</th>
<th>Primary Service Area</th>
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<tbody>
<tr>
<td>2010</td>
<td>58.0%</td>
<td>49.9%</td>
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<tr>
<td>2011</td>
<td>57.8%</td>
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<td>2012</td>
<td>55.8%</td>
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<td>2013</td>
<td>56.5%</td>
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<td>2014 Q1-Q2</td>
<td>55.3%</td>
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Source: Truven Health Analytics, Market Expert 02/2014
Volumes & Metrics

Clinic Visits - Medical and Assoc Staff

Surgical Cases

Emergency Room Visits

Admissions

Observations
Walking the Talk

LEADING WITH QUALITY
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<th>Procedure</th>
<th>Health System A</th>
<th>Health System B</th>
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Source: Healthgrades, Inc. All rights reserved
Healthgrades® Accomplishments

- Named among **America’s 50 Best Hospitals™** for 2015
  - Places Gundersen among top 1% of hospitals nationwide for consistent clinical excellence for 2nd consecutive year

- Received **Distinguished Hospital Award for Clinical Excellence™** for 2015, marking the 8th consecutive year

- Named among **America’s 100 Best Hospitals™** for 2015 in:
  - Cardiac Care
  - Coronary Intervention
  - GI Care
  - General Surgery
  - Orthopaedic Surgery
  - Pulmonary Care

- Received **Specialty Excellence Awards™** for 2015 in:
  - Cardiac Care
  - Coronary Intervention
  - Critical Care
  - GI Care
  - General Surgery
  - Orthopaedic Surgery
  - Pulmonary Care
  - Bariatric Surgery (2014)
  - Gynecologic Surgery (2014)

- Also recognized with **Outstanding Patient Experience Award** and **5-star ratings in 18 categories**, among tops in the nation
Friday Performance Recognition

You are welcome to come!
Other Recognitions

- First known health system in the U.S. to offset 100% of our fossil fuel use with local renewable energy (October 2014)
  - $2 million saved annually through energy conservation
- Received Patient-Centered Medical Home certification for all primary care clinics from National Committee for Quality Assurance
- Named to Becker’s Hospital Review’s “50 of the Greenest Hospitals in America,” “100 Great Places to Work in Healthcare” and “100 Physician Leaders of Hospitals and Health Systems” lists
- One of 289 organizations nationally to receive Most Wired designation from Hospitals & Health Networks magazine
- Gold award participant in organ donation outreach by the U.S. Department of Health and Human Services
- Gundersen Health Plan Senior Preferred HMO 5-Star rated by CMS four years in a row
- Honoree of the prestigious Circle of Life Award® for innovation in improving care for patients near the end of life or with life-limiting conditions
- Named a member of Practice Greenhealth’s 2013 Environmental Leadership Circle (7 consecutive years)
- Awarded Case in Point Platinum Award by Dorland Health in the Integrated Care Management division of Care Coordination for the Complex Patient
- Received Corporate Safety Award from the La Crosse Area Occupational Safety & Health Council from 2008-2013
The Journey

OUTSTANDING PATIENT EXPERIENCE
Patient Experience

✓ Trusted Providers
✓ Seamless Care
✓ Reputation
✓ Beyond the Four Walls
✓ New Facility/Private Rooms

Patient Experience Percentile Rank

- Hospital/ICAIPS
- Clinic/CGCAHPS
Main Campus Renewal Project

Legacy Hospital opened on January 19, 2014

- State-of-the-art Emergency Services
- New operating rooms
- Improved medical, surgical and critical care units
- Centralized services for women and children
- Private Rooms for all inpatients
- New separate inpatient behavioral health facility
- Energy Efficient Design
FINANCIAL INFORMATION
<table>
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<th>Rating Agency</th>
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<tr>
<td>Fitch</td>
<td>A+</td>
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<tr>
<td>Moody’s</td>
<td>A1</td>
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<tr>
<td>Standard &amp; Poor’s</td>
<td>A+</td>
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<tr>
<td>Indicator</td>
<td>Desired Position</td>
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<td></td>
<td>FY 2014</td>
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<tr>
<td><strong>Profitability</strong></td>
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<tr>
<td>Operating Margin</td>
<td>4.3%</td>
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<td>Total/Excess Margin</td>
<td>6.0%</td>
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<td>EBIDA Margin</td>
<td>13.2%</td>
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<td>Debt Service Coverage</td>
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<td>Debt-to-Capitalization</td>
<td>32.2%</td>
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<td><strong>Liquidity</strong></td>
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<td>Cash-to-Debt</td>
<td>164.9%</td>
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<td>Days Cash on Hand</td>
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<td>Days in Accts Receivable - Net</td>
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<td><strong>Other</strong></td>
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<td>Average Age of Plant</td>
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<td>Compensation Ratio</td>
<td>56.8%</td>
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Capital Spending % of Depreciation Expense

- 2010: 150%
- 2011: 200%
- 2012: 300%
- 2013: 300%
- 2014: 50%
- 2015: Projected 50%
### Debt Structure (next 7 years)

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<td>Direct Placement</td>
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<td>2011A</td>
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<td>2011B</td>
<td>Variable Rate (LOC)</td>
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Wells Fargo direct placement loans just renewed and extended to a staggered 4, 5 & 6 year maturity
## Overview of Swap Portfolio

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<th>Type</th>
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<th>Counterparty</th>
<th>Notional Amount</th>
<th>Gundersen Pays</th>
<th>Gundersen Receives</th>
<th>Expiration</th>
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<td>N/A</td>
<td>BOAML</td>
<td>40,470,000</td>
<td>3.26%</td>
<td>67% of 1M LIBOR</td>
<td>2029</td>
<td>(6,021,913)</td>
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<td>Fixed Payer</td>
<td>N/A</td>
<td>BOAML</td>
<td>60,725,000</td>
<td>3.79%</td>
<td>67% of 1M LIBOR</td>
<td>2033</td>
<td>(14,318,013)</td>
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<td>Fixed Payer</td>
<td>N/A</td>
<td>Piper Jaffray/Morgan Stanley</td>
<td>44,750,000</td>
<td>3.28%</td>
<td>67% of 1M LIBOR</td>
<td>2033</td>
<td>(8,025,627)</td>
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<td>Fixed Payer</td>
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<td>33,000,000</td>
<td>3.52%</td>
<td>67% of 1M LIBOR</td>
<td>2033</td>
<td>(5,896,945)</td>
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<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>178,945,000</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>(34,262,498)</strong></td>
</tr>
</tbody>
</table>

- Collateral Posting required if aggregate value of uninsured swaps per counterparty reaches $15 million obligation
  - Collateral Posted as of 12/31/2014 was $12.2 million
  - Collateral is adjusted weekly
Focus

• Heightened Level of Discipline
  – Culture of continuous improvement
• Smart Growth
• Develop Regional Partners
• Continue to be Entrepreneurial and Innovative
Financial Sustainability Targets, Base = Risk-Adjusted Forecast

<table>
<thead>
<tr>
<th>Year</th>
<th>Exp Decr/Rev Incr</th>
<th>Reduce Pricing</th>
<th>Op Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$</td>
<td>$-</td>
<td>4.4%</td>
</tr>
<tr>
<td>2014</td>
<td>$9,500,000</td>
<td>$-</td>
<td>4.0%</td>
</tr>
<tr>
<td>2015</td>
<td>$37,600,000</td>
<td>$13,000,000</td>
<td>4.4%</td>
</tr>
<tr>
<td>2016</td>
<td>$61,600,000</td>
<td>$23,000,000</td>
<td>5.0%</td>
</tr>
<tr>
<td>2017</td>
<td>$85,600,000</td>
<td>$38,000,000</td>
<td>5.0%</td>
</tr>
</tbody>
</table>
The fun stuff

SYSTEM CAPABILITIES
Institute of Medicine 2014 Report
Model Advance Care Planning Initiatives

- POLST
- Respecting Choices
- Electronic Health Record
The Reach of Respecting Choices®

48 United States
Canada
Germany
The Netherlands
Spain
Singapore
Australia
Total Medicare Reimbursements per Enrollee, by Adjustment Type
(Adjustment Type: Price, Age, Sex & Race; Year: 2012; Region Level: HRR)
The Green of Green

We will improve health & lower cost
We did not set out to be the greenest health system.

We set out to make the air better for our patients to breathe, control our rising energy costs and help our local economy.

We believe we have made substantial progress on all three.
Sustainability Program Impact

• Local Energy Purchase: Wind, Wood, Geothermal, Dairy Biogas and Landfill Gas
• Food: 70% Waste Reduction, Help start 5th Season Food Co-op (local bulk buying)
• Education: Grade Schools, University, Technical Schools, World Wide Visitors
• **Cost Savings: Total will be $5M+/year**
• Inspiration To: Community Partners, Families, Employees, Applicants, Competitors
1st U.S. Health System with all of our 5 Hospitals Heat, Power & Cooling offset by our own Local Renewable Energy

We will improve health & lower cost
Envision

Demonstrate that "green" is a healthy, socially responsible and economically beneficial strategy.

“Face the Brutal Facts”

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2 (pounds)</td>
<td>106,480,000</td>
<td>44,671,000</td>
</tr>
<tr>
<td>Mercury (pounds)</td>
<td>2.06</td>
<td>0.98</td>
</tr>
<tr>
<td>Particulate Matter* (pounds)</td>
<td>476,960</td>
<td>57,640</td>
</tr>
</tbody>
</table>
New Hospital Sustainable Design

Grumman Butkus Associates Hospital Survey

433,000 Square Feet

Annual Energy Usage: 115 kbtu/sqft
Estimated Annual Savings: $660K at current energy rates
More fun stuff

STRATEGIC ALLIANCES
When the pie gets smaller

Table manners get worse
Better

Faster

It isn’t complicated
By The Numbers

7 Health Systems
$9B in combined net revenue
90% of the population in Wisconsin
36% of the hospital volume in Wisconsin
7,800 Providers
550 Clinics
100 Retail Pharmacies

How

Value Creation
Cost, Quality, Experience

Greater Share of Lower Premium
Affordable Care, Incentives Aligned

Informatics/Analytics
Platform for Population Health

Shared Services
Expertise, Scale, Eliminate Waste
"The competitive challenge for improvement is there is excellent health care in Wisconsin, yet this network is a top slice."
All Together

WE ARE WORKING TOGETHER

Coming together is the beginning. Keeping together is progress.

YAH!!

GUNDERSEN
HEALTH SYSTEM®
Provider-Owned Health Plan

250,000 Members
Small Group
TPA
Individual On and Off Exchange
Medicaid
5 Star Medicare Advantage

- Facilitate patient access to the host health systems
- Utilize each Party’s best products and practices
- Obtain additional scale to be more competitive at the statewide and regional level
- Be driven by industry leading quality metrics and superior customer service
- Drive efficiencies in back-office functions such as claims management, regulatory, data warehouse, underwriting and sales
- Partner with other health plans or delivery systems in Wisconsin and contiguous states to develop a geographically cohesive care network
Questions?

Michael Allen
Chief Financial Officer
Gundersen Health System
mmallen@gundersenhealth.org
608-775-1951