



P R O M O T I N G A N E W T O M O R R O W ... T O G E T H E R

ANNUAL REPORT 2014



MEMBERS

Advanced Atomization Technologies, LLC	Cleveland State University	Lake County Schools Council	OhioHealth
Agilysys, Inc.	Columbus State Community College	Lake Erie Regional Council (LERC)	Parker Hannifin Corporation
AK Steel Holding Corporation	Commercial Vehicle Group, Inc.	Lakeland Community College	Parma Community General Hospital
American Electric Power	Cuyahoga Community College	La-Z-Boy, Incorporated	PNC Financial Services Group, Inc.
American Greetings Corp.	Cuyahoga County	Lexington Precision	Portage Area Schools Consortium
American Modern Insurance Group	Cuyahoga County Board of DD	Libbey, Inc.	Portage County Board of DD
American Showa Inc.	Cuyahoga County Public Library	Limited Stores	Progressive Corporation
Apex Tool Group, LLC	Danaher Corporation	Lincoln Electric Company	RPM International Inc.
Ashtabula County Schools Council of Governments	Eaton Corporation	The Lubrizol Corporation	The Scotts Company
Beachwood City Schools	Educational Service Center of Lorain County	Luxtotta Retail	Sherwin-Williams Company
Bendix Commercial Vehicles System, LLC	Elyria City Schools	Materion Corporation	The Sports Authority
Blanchard Valley Health System	Emerald Performance Materials LLC	Mentor Public Schools	State of Ohio
Bricker & Eckler LLP	Erie County Board of Commissioners	MetroHealth System	State Teachers Retirement System of Ohio (STRS)
Builders FirstSource	Federal Reserve Bank of Cleveland	Midwest Express Group	STERIS Corporation
Case Western Reserve University	Ferro Corporation	Mitsubishi Electric Automotive America, Inc.	Sterling Jewelers, Inc.
Catholic Diocese of Cleveland	Forest City Enterprises, Inc.	Montgomery County	Swagelok Company
Chart Industries, Inc.	Franklin County Benefits Cooperative	Morgan's Foods	Teamsters Local 293 Pension / Welfare Fund
The Children's Home of Cincinnati	Franklin County Board of DD	Nationwide Insurance	Thompson Hine LLP
Chiquita Brands International, Inc.	Franklin International Inc.	Nestle USA	Tim Hortons USA Inc.
Comcon Systems, Inc.	Fraternal Order of Police – Miami Lodge #20	Nordson Corporation	Toledo-Lucas County Public Library
City of Brook Park	GE Aviation, Peebles Test Operation	Northeast Care Center	Ulmer & Berne, LLP
City of Cleveland	Gould Electronics, Inc.	Northeast Ohio Regional Sewer District	Union Benefits Trust
City of Columbus	GrafTech International	Ohio AFSCME Care Plan	University Hospitals
City of Dayton	Greater Cleveland RTA	Ohio Civil Service Employees Association (OCSEA)	University of Cincinnati
City of Dublin	Greater Dayton RTA	Ohio National Financial Services	Vermilion Local Schools
City of Painesville	Greif Inc.	Ohio Police & Fire Pension Fund	Vita-Mix Corporation
Cleveland Clinic	Heidelberg University	Ohio Public Employees Retirement System (Ohio PERS)	Wendy's International, Inc.
Cleveland Metropolitan School District	Jo-Ann Fabric & Craft Stores	The Ohio State University	Westfield Group
	Jones Day		World Shipping, Inc.
	Lake County Commissioners		Wilson Memorial Hospital

ANNUAL SUPPORTERS

PREMIUM

The Alpha Group	EPIC Hearing Health Care	Oswald Companies	Unum
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CLASSIC

Aetna, Inc.	Chelko Consulting Group	Health Design Plus	Towers Watson
Anthem Blue Cross and Blue Shield	Cigna	HealthSpan	UnitedHealthcare
Aon Hewitt	CVS Caremark, Inc.	Humana	Universal Benefit Solutions
ARAG®	Dawson Consulting Group	Hylant Group	USI Holdings Corporation
Behavioral Health Systems, Inc.	Employee Benefits International, Inc.	Maxim Health Systems	Vision Service Plan (VSP)
Benefitfocus	EyeMed Vision Care	Medical Mutual	Wells Fargo Insurance Services USA, Inc.
Buck Consultants	Fedeli Group	Mercer	Willis of Ohio
Castlight Health	Findley Davies	Provant	

DEAR MEMBERS AND FRIENDS

Fiscal year 2014 presented members and Health Action Council with new challenges, threats and opportunities in an evolving marketplace. Such uncertainty can create paralysis or movement and within our organization, it prompted deep reflection and ultimately, transition. I am happy to report that Health Action Council and its membership are moving forward!

With the help and support of our members and board, we researched the needs of members, supporters, partners, communities and marketplace. Through the restructuring of our facilities and subsequent staff changes, our team stood strong and supported your needs with exemplary service, and continues to do so today.

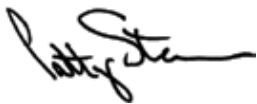
We also spent time assessing and building upon our core foundation. From internal processes to external relationships, we re-fined existing processes and cultivated dynamic new approaches and partnerships. This foundation will facilitate our growth as a nimble, impactful and sustainable organization. Although there is more work to be done, we have made tremendous strides.

Most recently, we created a strategic framework for Health Action Council and Health Quality Forum. This inclusive process engaged members, supporters, non-members, informal partners, the board and staff. Although industry trends and dynamics remain in flux, we will continue to build on our value and mission by remaining resourceful and leading with creative thinking, innovation and agility.

Overall, fiscal year 2014 has been a year of accomplishment:

- » Building and enriching relationships
- » Promoting the employer perspective
- » Facilitating constructive dialogue
- » Innovating learning delivery
- » Driving quality, growth and savings, and
- » Building financial capacity.

It is truly a time of new beginnings at Health Action Council and we expect fiscal year 2015 to deliver increased focus and new paths to improving the relationship between business and health. We appreciate your support and look forward to serving you with expanded thought leadership, innovative services and spirited collaboration.



Patty Starr

*Executive Director
Health Action Council*

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HAC STAFF



ENVISIONING THE FUTURE



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HQF President
Progressive Corporation

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HAC Group Purchasing Chair
Danaher Corporation

THOMAS TERCEK

The Lubrizol Corporation

As of June 30, 2014

For 31 years, Health Action Council's member-focused approach has built a strong foundation for serving the needs of members and the community and exploring the evolving relationship between business and health. We continue leading the way helping employers adapt to the changing healthcare landscape and optimize the value of their healthcare spend. As we reflect on this year's accomplishments in service to our members, we gratefully acknowledge their efforts and insights that have shaped our activities.

Strengthening Partnerships

FY2014 was a year of building and enriching relationships with community partners, professional associations and regional coalitions to broaden our influence, better represent the needs and interests of our members, effect positive change and enhance the overall health of the communities in which we live.

HAC staff members are proud to support the industry, further demonstrating our belief in the power of networking and sharing knowledge. We are actively engaged on the Governing Council of ISCEBS (International Society of Certified Employee Benefit Specialists); as members, speakers and facilitators with complementary professional organizations including the Society for Human Resource Management (SHRM), Healthy Ohio Business Council, Cincinnati HR Collaborative and National Business Coalition on Health (NBCH); and in support of our community partners, including the Health Policy Institute of Ohio (HPIO), the Healthcare Collaborative of Greater Columbus and Better Health Greater Cleveland.

HAC has expanded its outreach to group purchasing providers, brokers, consultants and others who influence benefits purchasing decision. We continue to facilitate dialogue that benefits our members and raises awareness of Health Action Council.

"HAC is so much more than group purchasing power, although that's certainly a good reason for employers to become members. Educational opportunities and the chance to network with peers and experts provide exposure to new ideas that improve the way we evaluate, deliver and measure healthcare benefits."

KELLEY KORTE

HAC Board Member
American Greetings

Valuing Members and Supporters

Members and friends continue to spread the word about the value of HAC membership. In FY2014, seven employer members joined our coalition, raising participation in group purchasing programs and the potential to achieve greater savings for all participants. We welcome Advanced Atomization; Heidelberg University; Mitsubishi Electric Automotive America, Inc.; The Ohio State University; Ulmer & Berne; University of Cincinnati and Wilson Memorial Hospital.

We also implemented multi-tier opportunities for Annual Supporters to engage with Health Action Council and its members. We are pleased to welcome Benefitfocus and many new Annual Conference sponsors who have invested in HAC efforts to improve the quality, safety, efficiency and affordability of healthcare and provide high-quality education.

Sharpening Our Focus

To strengthen our foundation and better execute our mission, HAC began evaluating and updating the tools we use to conduct business and serve our members. We are investing in infrastructure, including technology and process, to simplify member access to events and resources and to improve our internal efficiencies.

Changes in benefits strategies, compliance and marketplace solutions have impacted Health Action Council and our members. To meet these challenges and help members do the same, HAC developed a strategic plan in FY2014 that recognizes our member relationships and deepens our value to employees, employers and the community. Using this as a framework, we are seeking ways to enhance human and economic health through thought leadership, innovative services and collaboration.



“The mission of Health Action Council is to enhance human and economic growth through thought leadership, innovative services and collaboration. HAC envisions a healthy, vibrant and prosperous community in which businesses can thrive.”



WITH GRATITUDE FOR THEIR SERVICE

Health Action Council thanks Curt Cooper and David Giesman, CCP, CBP, PHR, for the time, energy, expertise and friendship they so willingly shared with HAC and the Board of Directors. Curt is Director of Employee Benefits at American Electric Power. He joined the Board in November 2010 and served as an active member of the Governance Committee. David, who currently

serves as Senior Director of Compensation, Benefits, Payroll and HR Systems at DSW Inc., joined the Board in January 2011 while Director Compensation, Benefits and Payroll at The Limited. He was a member of the Group Purchasing, Rx Steering and Member Services Committees. On behalf of the Board and all HAC members, we thank them both for their service.

ENVISIONING THE FUTURE



2013 LEAPFROG TOP HOSPITAL AWARDS

The Leapfrog Hospital Survey evaluates and recognizes hospitals annually based on ever-increasing standards for safety, quality and efficiency. We commend these hospitals for promoting safety in our communities and recognize all hospitals that commit to transparency by participating in the Leapfrog Hospital Survey, including these award-winning hospitals in Ohio:

- » OhioHealth Doctors Hospital
Top Urban Hospital
COLUMBUS
- » Nationwide Children's Hospital
Top Children's Hospital
COLUMBUS
- » University Hospitals – Rainbow Babies & Children's Hospital
Top Children's Hospital
CLEVELAND

Promoting the Employer Perspective

As the voice of its employer members, HAC helps insurers, vendors, healthcare professionals and policy makers understand employer views and use that information to better align payment models and health outcomes. In FY2014, HAC continued its participation in Health Policy Institute of Ohio's (HPIO) Health Management Advisory Group. Our efforts helped guide the creation of HPIO's Health Measurement initiative, "A Pathway to Health Value," and provided objective information on how state-level actions surrounding healthcare costs and quality impact employers and community health.

In addition, HAC facilitated and participated in meetings and forums with regional coalitions and community partners to encourage the use of data-driven and value-based approaches when purchasing healthcare benefits. Work with the Healthcare Collaborative of Greater Columbus, The Leapfrog Group and Better Health Greater Cleveland represented the payer perspective and outlined priorities for healthcare delivery transformation.

Improving Care... Spending Less

Continuing the innovative work begun in FY2013, HAC continued to partner with Better Health Greater Cleveland (BHGC) to facilitate discussions between stakeholders in the Primary Care Push Project. This initiative uses accredited Patient-Centered Medical Homes to improve health outcomes and quality of life in high-risk individuals by transforming the delivery and quality of healthcare services and controlling costs through new payment models and incentives. HAC continues its leadership role through member participation as Trustee on the BHGC Board and engagement in strategic planning sessions and various BHGC committees.

"HAC facilitates access and collaboration opportunities that directly and positively impact the quality of healthcare in our communities. Innovative approaches like the Primary Care Push Project will transform the delivery of healthcare in the region and improve outcomes for employees and providers."

THOMAS TERCEK

Director, Global Benefits
The Lubrizol Corporation

HEALTH QUALITY FORUM (HQF)

BOARD OF DIRECTORS

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HAC Board Chair
Swagelok Company

MARTHA J. LANNING
HQF Secretary/Treasurer
The Sherwin-Williams Company

TIM KOWALSKI
HQF President
Progressive Corporation

MARGARET SNOW
Franklin County
Benefits Cooperative

BUILDING AWARENESS... IMPROVING QUALITY

As healthcare options and benefits evolve, employees and their families are being encouraged to take a more active role in choosing healthcare wisely and leading healthier lives. At the same time, employers must ensure that they deliver the outcomes and benefits intended by pursuing value-based options. For employers and employees alike, data-driven decisions are essential for making informed and effective healthcare decisions.

Through its Health Quality Forum (HQF), HAC works to improve the quality, safety, efficiency and affordability of healthcare. HQF seeks to close gaps between employers, employees and the broader community and acts on behalf of HAC members to develop and implement programs that positively change the face of healthcare and healthcare delivery.

Facilitating Constructive Dialogue

The Leapfrog Group engages hospitals in discussions on patient safety, hospital quality and community awareness. The annual Leapfrog Hospital Survey is the gold standard by which hospital quality is measured and as the state coordinator in Ohio, HAC takes a leadership role in encouraging the participation of over 170 hospitals. HAC highlights critical measures for employer member attention and recognizes Ohio-based recipients of Top Hospital honors at its annual conferences in Cleveland and Columbus.

Changing the Conversation

HAC continues to build employer and community awareness for Choosing Wisely® through its website, collaborative meetings and webinars, newsletters and speaking engagements. The campaign, an initiative of the ABIM Foundation, aims to reduce unnecessary and potentially harmful medical testing and encourage dialogue between patients, physicians and healthcare providers. HAC encourages employers and consumers to advocate for better healthcare by taking advantage of the free resources available at www.choosingwisely.org.

Developing Evidence-Based Strategies

ValuePort, an innovative online tool, was tested and deployed by several HAC members. Using self-entered data, the tool identifies excess medical costs and generates evidence-based strategies to manage cost while recognizing the needs of complex workforces.



2013 HEALTHY OHIO
WORKSITE AWARDS

HAC is pleased to partner with the Healthy Ohio Business Council (HOBC) to support and advance exemplary worksite health promotion and wellness programs. Organizations that demonstrate this commitment to employee health can be recognized with a Healthy Ohio Healthy Worksite award. HAC hosts the annual award luncheon at its Annual Conference in Columbus where in 2013, eight HAC employer members and annual supporters earned such honors. To further promote the importance of workplace wellness, HAC provides opportunities to share award-winning best practices with attendees at both HAC Annual Conferences and throughout the year.



LEVERAGING THE POWER OF KNOWLEDGE



One of the greatest values of HAC membership continues to be its outstanding educational programming, all of which is free to members. HAC believes strongly in sharing knowledge and is driven, with purpose, to help members meet their day-to-day responsibilities more easily, efficiently and effectively.

In FY2014, we explored new ways to collaborate with employer members, purchasing partners, vendors and industry experts to deliver accessible learning opportunities around timely, relevant topics. All content is developed in response to member needs and balances the practical with the strategic and visionary.



MEMBER SERVICES COMMITTEE

To ensure that every HAC learning exchange is timely and relevant, HAC collaborates with the Member Services Committee to gain insight into members' needs and develop content and calendars that balance "tried and true" material with time-sensitive "hot topics." The Member Services Committee represents a cross section of HAC membership by geography, industry, size and other demographic factors to ensure the value and success of our educational programs.

Leading in Learning

HAC enhanced its educational programming in FY2014 to meet the diverse needs of employer members. In addition to traditional offerings on tools, resources and benefits basics, we increased the frequency of time-sensitive "hot topic" and compliance issues and strengthened our focus on wellness and technology. Using panels and individual experts, HAC reached a broad audience through webinars, in-person learning and networking opportunities and added live-streaming to the mix of content delivery mechanisms. Presentations are archived on the HAC website for convenient viewing and reference.

Building on Success

Widely recognized as premier thought leadership events, the HAC 2014 Annual Conferences offered world-class speakers and were well attended with sold-out sponsorships. HAC gathered significantly more participant feedback to better measure attendee satisfaction and the overall value of the event and to shape future events.

We also conducted deeper analysis of the highly-successful Share & Compare format. Survey results undoubtedly reinforced the value of member networking and best practice sharing: 91 percent of participants learned something transformational from their peers that could be applied to future business strategies, and 100 percent would attend a future Share & Compare based on their experience.

"The 2014 Annual Conference was the best of the three conferences I have attended. The speakers were amazing, the food was fabulous, and the workshops were very informative. It was exactly what I needed. Thank you!"

DENA HEYMAN

Wellness Coordinator
Erie County Board of Commissioners

JESSICA WARD

Benefits Manager
The Limited

“Thank you for bringing a national quality conference to Columbus. HAC continually provides actionable and inspiring content. Great content + great networking = outstanding results. Keep up the good work!”

Innovating Learning Delivery

To increase access to educational programming, HAC added live-streaming, interactive webcast technology to our traditional mix of live events and webinars. While participants in Cleveland enjoyed a lively panel discussion on employee communication strategies, remote viewers asked questions and conveniently watched the proceedings from their desk. And at the new Technology Petting Zoos, members had the opportunity to learn about and experience emerging technologies in small groups.

Increasing Collaboration

HAC educational programming delivered continued value to members in FY2014 through partnerships with experts in the healthcare industry... from benefits, healthcare and professional service providers to community groups and health-focused organizations. We expanded our role as a convener by co-sponsoring events with Consumer Reports, Better Health Greater Cleveland and the Healthy Ohio Business Council, and reached out to regional coalitions to broaden our reach and influence in the community.

ANNUAL CONFERENCE KEYNOTES

DAN BUETTNER

COLUMBUS

**Blue Zones® Healthy Communities:
Live Longer, Better™**

World-traveler and National Geographic writer, Dan Buettner, shared best strategies and a science-backed blueprint for achieving health, longevity and happiness based on the environmental and lifestyle characteristics of diverse cultures from Sardinia and Greece to Japan and Loma Linda, California.

DANIEL KRAFT, MD

CLEVELAND

**The Future of Health & Medicine:
Where Can Technology Take Us?**

Dr. Kraft provided a fascinating look at how innovative technologies, such as personalized medical diagnostics, digital check-ups and telemedicine, are disrupting health and medicine by providing greater access to healthcare and unprecedented opportunities for individualized therapies that will improve healthcare outcomes.



MARGARET RUDOLPH

Director of Human Resources
Heidelberg University

“I really enjoyed the Wellness Share & Compare program. The speaker was excellent and I appreciated the research and study that supported the content. It’s also informative to share best practices and different perspectives with other HAC members.”

LEADING WITH QUALITY, GROWTH & SAVINGS



HAC members save on pharmacy, medical, dental and vision through:

- » Preferred, market-leading pricing
- » Common RFP processes fielded by national experts
- » Shared clinical, contract and auditing expertise
- » Enhanced vendor commitment and performance guarantees



FY2014 saw growth in our pharmacy, medical, dental and vision programs, emphasizing the strength and value of HAC group purchasing. Our objective, member-driven procurement processes eliminate conflicts of interest with insurers and vendors and ensure members of all sizes acquire cost-effective benefits programs that emphasize quality, wellness and national account-level service. These internal processes ensure high member satisfaction levels and cost savings and clearly show that as a coalition, HAC employer members are stronger together than as individual organizations.

Assessing Rx Competitiveness

Groups participating in the HAC/CVS Caremark prescription drug program realized \$3.2 million in savings for 2014 as the result of the 2013 Market Check. In addition to securing these savings, the check ensured that the terms of the negotiated contract were fully realized by participating members.

Increasing Purchasing Power

The FY2014 growth in all HAC group purchasing programs strengthened the collective purchasing power of our members. HAC programs include structured pricing tiers that drive additional savings as the number of covered lives increases.

Evaluating Vendors

A flexible and cost-effective new flu vaccination program was selected by HAC members and approved by the Board in May 2014. HAC facilitated the vendor and program evaluation process by applying its procurement expertise and creating a meaningful, streamlined Request for Proposal.

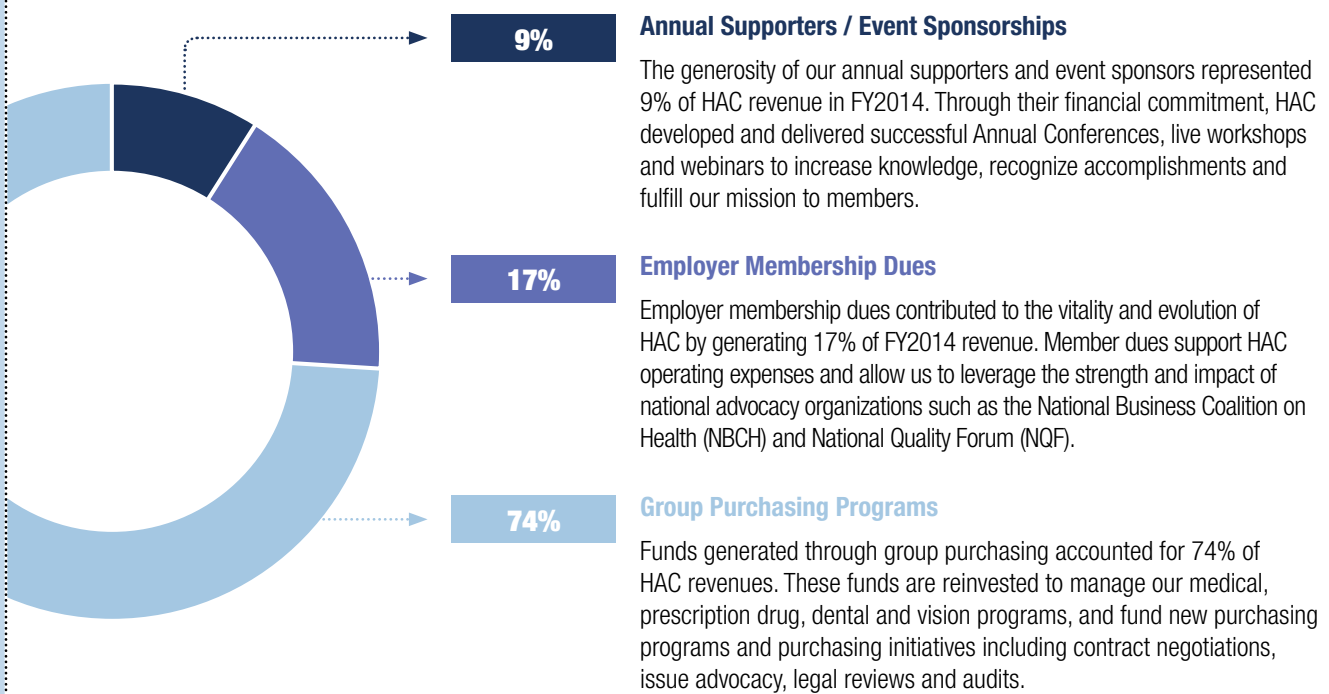
"American Showa is very pleased with the value we receive from the HAC prescription drug and medical group purchasing programs. The time and effort HAC puts into evaluating and selecting group purchasing partners goes beyond excellent pricing. HAC makes sure we receive the highest quality account management and customer service and stands ready to monitor new business implementations and assist when needed. The Showa partnership with HAC continues to be a highly valuable relationship."

DEBRA ROBINSON
CEBS, SPHR, RPA

General Manager
Benefits & Wellness Centers
American Showa, Inc.

RESPONSIBLE STEWARDSHIP

HAC revenue is derived entirely from the support of employer members, annual supporters, conference and event sponsors, and revenue from group purchasing. In partnership with the Board of Directors, we exercise the utmost integrity and acumen in managing our resources by investing wisely in solutions and initiatives that benefit members and enhance the health and wellness of their employees. Through our Health Quality Forum, the Board allocates funds to initiatives that benefit the broader community.



CINDY KIP

HAC Board Treasurer
Nationwide Insurance

“As HAC evolves to better serve members and communities, we are committed to responsibly managing our resources and ensuring continued value and savings for our members. We continue to raise awareness, match revenues to appropriate spending streams and always represent the voice of our employer members. We sincerely thank our members, supporters, event sponsors and HQF contributors for their ongoing trust in our efforts.”

HEALTH QUALITY FORUM (HQF)

Monetary funding from charitable contributions is spent entirely on quality initiatives that benefit employers and employees across Ohio. Through HQF, we are able to support crucial projects initiated by The Leapfrog Group, Better

Health Greater Cleveland and Healthcare Collaborative of Greater Columbus. HAC also provides in kind contributions of staff and support resources.



Health Action Council

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