



Wayne A. Smith
President & CEO

March 5, 2019

The Honorable Kara Odom Walker, MD, MPH, MSHS
Secretary, Delaware Department of Health & Social Services
1901 N. Du Pont Highway, Main Bldg.
New Castle, DE 19720

Alfred I. duPont Hospital
for Children
Roy Proujansky, MD,
Chief Executive of
Nemours Delaware
Valley Operations

Bayhealth
Terry Murphy,
President & CEO

Beebe Healthcare
Jeffrey M. Fried
President & CEO

Christiana Care Health
System
Janice E. Nevin, M.D.
MPH
President & CEO

Nanticoke Health Services
Steven A. Rose, RN, MN
President & CEO

Saint Francis Healthcare
Daniel Sinnott
President & CEO

Delaware Healthcare
Association
Wayne A. Smith
President & CEO

Dear Secretary Walker,

As you know, health care affordability continues to be an important issue in Delaware and across the nation. Hospitals are working hard to address these concerns by delivering health care that improves patient experience, outcomes and is based on value.

Since 2012, the number of hospitals participating in value-based alternative payment models have increased steadily. Likewise, Delaware's hospitals and health systems are on the forefront of creating new value-based payment systems for Delawareans. In partnership with legislators and the Administration last year, Delaware hospitals have committed to the goal of having 60% of patients under value-based contracts by 2021. A value-based system would better ensure patient access to high quality health care, support a robust primary care system, and focus efforts on population health.

For more on hospitals efforts to address affordability and value, please see enclosed *The Value Initiative* from the American Hospital Association. We will continue to keep you informed on our efforts to provide all Delawareans with accessible, high quality, and financially sustainable health care.

Sincerely,

A handwritten signature in black ink that reads 'Wayne A. Smith'.

Wayne A. Smith