It has been just over one year since our physician community and Flagler Hospital affirmed our commitment to work more closely together, through the formation of First Coast Health Alliance – a physician-driven collaborative designed to achieve the best in quality and efficiency for all patients, at every point of care. Over the course of the past 15 months, a tremendous amount of work has been accomplished. With the help of our working committees and general membership, we have successfully traveled down parallel paths, entering into operational contracts with CMS and Florida Blue, while also setting the framework for our quality standards and methodically planning for the future.

Our goal was to engage members in the planning process as much as possible, and to produce an operational plan that reflects the needs of our members, improves the health of our community, and leverages the transformation of healthcare delivery and payment models in our nation. We believe we have accomplished this and are pleased to share the results of our planning effort with you.

Just as every patient and every community is unique, we recognize that every provider, every organization and every situation is distinct as well. This plan is designed to serve as a guide that will continue to evolve as our alliance advances - and to lay the foundation for realizing First Coast Health Alliance’s vision to emerge as a national model for collaboration among independent physicians, healthcare providers and the communities they serve, to achieve the best possible population health at the best value.

A Message from Leadership

Dr. Todd Batenhorst
President
First Coast Health Alliance

Dr. Miguel Machado
Chief Medical Officer
First Coast Health Alliance

Jason Barrett
Vice President
First Coast Health Alliance
Chief Integration Officer & EVP
Flagler Hospital
Our Mission: To achieve the best in quality and efficiency for all patients, at every point of care.

As part of our strategic planning process, the board and its membership established 3 key business objectives for this corporation. In order to reach these outcomes, the following big issues had to be addressed.

**Targeted Business Outcomes**

- Demonstrating quality, establishing us as the providers of choice
- Reducing the cost of care so that we are the providers of choice
- Enable members to thrive in the new healthcare environment

**The Big Issues**

- Defining Our Role in Population Health Management
- Refining Our Business Model
- Identifying Our Strategic Partners

Our Vision: To emerge as a national model for collaboration among independent physicians, healthcare providers and the communities they serve, to achieve the best possible population health at the best value.
First Coast Health Alliance has developed and implemented a robust population health management program that focuses on deploying evidence-based medicine guidelines and implementing care coordination across the continuum of care.

Where do we start?

In year 1, First Coast Health Alliance will focus primarily on high-risk patients.

Defining a high-risk patient:
A high-risk patient is defined as a patient at Flagler Hospital who has incurred three or more inpatient admissions within a six-month period.

Current count of high-risk patients:
The Flagler Hospital decision support analytics team conducted a database query finding 306 high-risk patients for a six-month time period.

In the diagram:
- **High-Risk Patients**: 5% of patients; usually with complex diseases and comorbidities. 60% of overall cost.
- **Rising-Risk Patients**: 15-35% of patients; may have conditions not under control. 20% of overall cost.
- **Low-Risk Patients**: 60-80% of patients; any minor conditions are easily managed. 20% of overall cost.
How to we manage these patients?

Care Coordination Program

FCHA has a key focus on care coordination which will result in:
- Improved Quality
- Improved Efficiency
- Improved Patient Compliance & Health
- Reduction in Cost

OPTUM™

First Coast Health Alliance has partnered with Optum to advance our care coordination efforts. The Optum partnership will provide national experience and expertise in creating a comprehensive care coordination program. The initial focus will be on high-risk patients identified with frequent admissions. The complex case management approach will focus on transitional care, patient compliance and social support.

Our Top Priorities for Year 1:

1. Establishing a Risk-Stratification Approach
High-Risk patients account for 60% of the total cost of care. By assessing each patient’s health risk status, we will be able to develop a personalized care plan. Patients will be categorized as high risk, rising risk, or low risk. This assessment will assist the physician and care team in predicting healthcare needs and recommending appropriate preventive and chronic care services. The identification of a patient’s health risk category is the first step toward planning, developing and implementing a personalized patient care plan by the care team, in collaboration with the patient.

2. Deploy and Implement Evidence-Based Guidelines
Evidence-Based Clinical Practice Guidelines were established and distributed to the FCHA physician community and post-acute providers. The practice guidelines were created for the primary care office, nursing home and home health. Clinical Practice Guidelines have been developed for the following chronic diseases:
- Asthma
- CAD
- COPD
- Heart Failure
- Hypertension
- Post AMI
- Stable IVD

3. Medication Therapy Management
Our goal is to provide medication therapy across the continuum of care with careful partnership between the care coordinators and pharmacists. Once a patient is identified as high risk, they will be given a comprehensive medication review at discharge with ongoing management in the home setting. An effective program will lead to a decrease in admissions, physician and ED visits, and use of unnecessary and inappropriate medications.

4. Implementing a Transitional Care Approach Model
The transitional care model is designed to ensure coordination and continuity post discharge, whether to home, nursing home, or rehab. In year 1, our goal is to enroll our high-risk patients into the transitional care program, Medicare Shared Savings Program, and Florida Blue Total Cost of Care Program.
Where are we going?

As the program matures and gains experience, the care coordination effort will be expanded to the patients identified with chronic disease and rising-risk categories.

Primary Care Committee

FCHA understands the importance of the primary care physician’s role in our existing contracts and is actively working to develop new ways our primary care physicians can work together in the future. A Primary Care Committee, chaired by Dr. Brian Raymaker, has been established to explore opportunities for collaboration and identify opportunities to support many future enhancements.

The primary care committee is evaluating care delivery models that focus on keeping the patient at the center. Reducing readmission rates and increasing the percentage of patients who follow up with their primary care physician after discharge are currently two top priorities. The model adopted will be a model for achieving primary care excellence so that care is received in the right place, at the right time, and in the manner that best suits a patient’s needs. The committee is focusing on the following areas in order to develop a new primary care delivery model:

- Consistent Practice Guidelines
- Enhanced Patient Access
- Enhanced IT Solutions
- Enhanced Staffing
- Consistent Workflow
- Patient Satisfaction
- Shared Quality Reporting
- Care Coordination Support from FCHA
Focusing on Technology

First Coast Health Alliance understands the importance technology plays in the current world we live in. FCHA has made significant investments in technology, as we strive to build a connected and engaged community.

FollowMyHealth

Flagler Hospital and FCHA have partnered with FollowMyHealth to engage our patients further by offering them access to their personal health record. The patient portal allows patients to check their personal health records anywhere at any time using a computer or smartphone and empowers them to make more informed health decisions.

Emmi Solutions

Emmi Solutions empowers patients to take more active roles in their care. The Emmi® educational programs for our patients— to engage and empower them to be more active participants in their care. Patients are assigned videos to help them better understand procedures and diagnoses, which in turn decreases anxiety and directly engages them in their healthcare.

dbMotion

Flagler Hospital has selected the dbMotion™ solution to connect electronic health records across the community. In creating a single, longitudinal patient record through dbMotion, providers can see gaps and risk factors while the patient is in front of them, and can take steps to make sure proper care is given—not only for the condition that led to the current visit, but for other conditions as well.

Health Endeavors

FCHA has contracted with Health Endeavors, which specializes in the required CMS interfaces for beneficiary notifications, quality reporting, and the importing of claims data.
The healthcare environment is shifting from the fee-for-service model to one of value-based payments. In order to thrive in this new healthcare economy we must adjust the way we do business and the following areas will help us thrive in the future:

- Medicare Shared Savings Program
- Florida Blue Partnership
- Hospital Quality and Efficiency Program
- Employer Partnerships
Accountable Care and Medicare Shared Savings Program

Accountable Care
First Coast Health Alliance has been selected as one of 123 new Accountable Care Organizations (ACOs) by the Centers for Medicare & Medicaid Services (CMS), providing approximately 1.5 million more Medicare beneficiaries with access to high-quality, coordinated care across the United States. CMS has established a Medicare Shared Savings Program (MSSP) to facilitate coordination and cooperation among providers to improve the quality of care for Medicare Fee-For-Service beneficiaries and reduce unnecessary costs.

Shared Savings Program
Why Are We Participating?
The MSSP encourages collaboration with providers in the community while improving quality metrics for the community we serve. The program allows caregivers to function as a team across the continuum of care and also gives access to regulatory waivers enabling new programs.

Program Size:
10,200 beneficiaries representing $115 million in the overall cost of care delivered.

Road Ahead:
As we continue on, we plan to optimize our electronic medical records, implement an automated data exchange program, deploy new care coordination programs and reduce the overall total cost of care.

Our Opportunity:
When compared with all other ACOs, FCHA has identified savings opportunities in the post-acute setting of $8.9 million, the inpatient setting of $2.6 million and $7.7 million in physician services.

FCHA physicians will continue to work on enhancing quality while striving to reduce the overall Medicare spend by $3 million dollars over the next 12 months.
In January 2014, Florida Blue and First Coast Health Alliance announced the execution of an accountable care agreement that aims to improve the quality and efficiency of patient care in St. Johns County and lower the cost of care for our employer partners. The three-year program is designed to improve the quality and coordination of patient care while also reducing healthcare costs. The arrangement provides incentives for improved quality and cost reduction, which can then be shared with FCHA providers.

**Why Are We Participating?**

The total cost of care program with Florida Blue demonstrates value to employers in our community. It also encourages collaboration with providers in our community and allows us to participate as a team across the continuum of care.

**Program Size:**
6,200 beneficiaries representing $33 million in the overall total cost of care delivered.

**Road Ahead:**
As we continue, we plan to optimize our electronic medical records, implement an automated data exchange program, deploy new care coordination programs and reduce the overall total cost of care.

**Early Findings / Indicators:**
FCHA Physicians are exceeding the quality standards and the preliminary cost data is indicating a declining medical cost trend for the FCHA population in an environment that is seeing rising medical costs. Early stage preliminary data is projecting an annualized savings for the Florida Blue members included in this arrangement at approximately $3.6 million.
FCHA identified the development of a Hospital Quality & Efficiency Program (HQEP) as a critical priority during the 2014 strategic planning process. HQEP is a contract between a hospital and ACO/CIN to improve inpatient and/or employee health plan performance.

The primary driver for the program is to create and implement a program which identifies care delivery efficiencies, resulting from the cooperative efforts of FCHA physicians, hospital governance and management, and hospital employees. Working under the umbrella of clinical integration allows Flagler Hospital and FCHA to more closely collaborate on reducing costs and improving quality.

Why We Created the HQEP:

A successful HQEP encourages collaboration between the hospital and physicians. It aims to improve quality metrics for the hospital and allows the partnership with physicians to become more efficient. The hospital and physicians will also be able to share the efficiencies generated based on fair market value (FMV) guidelines.

Thus far, a total of $7.2 million has been identified in cost savings, quality improvement and satisfaction gain and there are 13 approved initiatives included in the FMV analysis.

The program is the first of its kind at Flagler Hospital.
Identifying Our Strategic Partners

community leaders

St. Augustine

Northeastern Florida

Atlantic Coast

independent physicians
In November 2013, Flagler Hospital, Baptist Health and Southeast Georgia Health System announced intention to explore collaboration. This collaboration will be called Coastal Community Health. Believing that healthcare is best provided by locally governed, not-for-profit systems serving their communities, forming Coastal Community Health will strengthen and enhance our ability to:

**MISSION:** Collectively achieve the best possible health at the best value for the communities we serve.

**VISION:** Work together to achieve the highest quality of health for the people of our communities.

All three organizations are deeply committed to the communities in which they serve. This affiliation will provide the opportunity for over 1,000 physician providers to be part of the clinically integrated network across the region.
FCHA has entered into its first employer contract with Flagler Hospital to provide higher-quality, lower cost of care. This process has been designed to provide a foundation for bringing this product to other employers in St. Johns County.

This contract covers 2,200 lives, including Flagler Hospital employees, spouses and family members, and represents approximately $13 million in total cost of care.

**Tiered Benefit Design:**
FCHA has created a tiered benefit to use for our high-performing provider network. Flagler Hospital identified that this will reduce their healthcare spend as an employer significantly. This design offers a lower deductible and copay for our employees.

This tiered benefit design is constructed to increase utilization with FCHA network providers. This pilot program will serve as a model that can be used with other employers in the near future. Wellness and care management programs will also be encouraged in future years.
A management services organization (MSO) generally provides practice management and administrative support services to individual physicians or small group practices. One purpose of an MSO is to relieve physicians of non-medical business functions so that they can concentrate on the clinical aspects of their practice.

With over 80 practices represented in the FCHA network, the network is positioned to create a management service organization to assist with the administrative functions of operating a practice. Establishing an MSO will support FCHA’s goal to help our members thrive. In order to sustain our membership we must also increase our physician’s profitability, which may include reducing operating costs and top-line revenue.

Over the next 12 months the MSO will be:
- Evaluating the joint purchase of a malpractice cooperative through FCHA.
- Infrastructure planning
- Evaluating opportunities for group purchasing agreements
Post-Acute Partnerships

In the past, post-acute care has been largely regarded as an “add on” to our nation’s healthcare system. According to The Advisory Board Company, 50% of the total cost of care occurs in the post-acute setting. Thus, post-acute care providers are becoming an important component of the total cost of care with a significant amount of cost related to care coming after a patient leaves the hospital.

By partnering with post-acute facilities, care coordination, quality and efficiency can be improved from both a hospital and post-acute perspective in the following areas:

- Length of Stay
- Readmissions
- Care Coordination
- Exchanging of Data

Palliative Care Program

It has been found that individuals in their last year of life consume a disproportionate share of medical resources. These individuals (about 1% of the population) account for 30% of the nation’s healthcare spend. In order to address these costs, First Coast Health Alliance has partnered with Community Hospice of Northeast Florida to develop a Palliative Care Program.

Community Palliative Consultants, a program of Community Hospice of Northeast Florida, is a group of physicians and ARNPs specially trained and experienced in complex symptom management and challenging communication interactions, including medical decision-making and aligning goals of care of complex patients’ serious illness. The overall focus is improving quality of life for patients and families. FCHA and Community Hospice of Northeast Florida plan to deploy this program over the next 12 months.
Building a Culture of Health for Employers and Our Community

Patient engagement, health literacy, healthy lifestyles, active communities and patient accountability are key components for building a culture of health in any organization or community.

Flagler Hospital is partnering with FCHA to launch an employee wellness program in 2015. Flagler employees will receive a premium credit for participating and completing a personal health assessment and screening. Additional savings for employees will occur when utilizing the extended FCHA network.

The 2015 program is just a start. Future enhancements, including FCHA partners, the follow-my-health portal, digital activity monitoring devices, mobile applications, lab and biometric data, personalized wellbeing plans, and access to FCHA providers and services, will position FCHA to customize and manage comprehensive wellness solutions for employers and our community.

Behavioral Health Care

FCHA and Stewart Marchman-Act Behavioral Health Care are partnering to develop a Care Coordination Program to treat patients with chronic mental illness. The program will include a social worker, nurse and psychiatrist to provide and coordinate treatment for individuals with chronic mental disorders that are associated with more severe symptoms, greater risk of suicide, more frequent psychotic relapses and more frequent emergency care visits.

A behavioral health treatment clinic will be established at Flagler Hospital. The clinic will utilize care coordinators to ensure that patients receive the appropriate care in an effort to reduce unnecessary ER visits and hospital re-admissions within one month of an initial hospital visit.

Wellness

Building a Culture of Health for Employers and Our Community

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FCHA Timeline & Achievements

- Physician Summit on CIN Exploration Feb 2013
- Recommendation to form a legal entity
- Election of the Inaugural Physician Board of Managers
- Florida Blue Contract Established
- Legal entity formed
- MSSP Contract Awarded
- MSSP Application Filed
- HQEP Distribution Model Established
- Care Coordination Partner Selected
- HQEP Contract Expected
- Care Coordination Partner Hired
- FCHA Physician Board of Managers Election
- 3-Year Strategic Plan Completed
- Care Coordination RFP Released
- High-Risk Population Identified
- MSSP Beneficiary Notifications Mailed

2012
Strategic Planning and Evaluation of the creation of a CIN

2013

2014
Lives under shared savings contracts: MSSP 10,290, Florida Blue 6,200
MSSP Paid Claims Data Files Received
HQEP Contract Expected

2015
FCHA covering 2,300 lives (Flagler Hospital)
Our Membership

Adkison, Michael G., MD
Aduen, Javier F., MD
Ahmadi, Anis A., MD
Akhniyat, Mohamed M., MD
Alami, Reda, MD
Ali, Vaqar, MD
Al-Saghir, Youseff, MD
Anderson, Marcus W., MD
Anjum, Ehteshamul H., MD
Chapman, Gregory W., DO
Anderson, Marcus W., MD
Aponte-Lopez, Rafael, MD
Ashchi, Majdi, DO
Atteberry, Suzanne J., DO
Baker, III, Howard A., MD
Barnes, Michael L., MD
Barros, Melchor G., MD
Batenhorst, Todd J., MD
Cavacini, Timothy J., DO
Barlow, William J., MD
Bathing, Howard B., MD
Bulitman, Cynthia M., MD
Bulitman, James L., MD
Burgos, James M., MD
Cabezas, David A., MD
Caracciolo, Vincent J., MD
Cavacini, Timothy J., DO
Chapman, Gregory W., DO
Cline, Shelby H., MD
Clonch, Linda S., MD
Collins, Cecilia A., MD
Connor, James F., DO
Criscito, Larry V., MD
Davani, Mandana, MD
De Paiva, Helder, MD
Deaton, Justin G., MD
DeLamerens, Goar, MD
DeNeen, Andrea, MD
Dent, J. Gregory, MD
Dew, Douglas K., MD, MBA
Dhas, Vijayalakshmi D., MD
Dobbs, Barry F., MD
Dodaro, Nicholas R., MD
Dolgin, Frederick C., MD
Dupree, Jr., Robert E., MD
Eldick, Moustafa, MD
Epstein, Howard B., MD
Ernoehazy, William S., MD
Farhat, Jawad S., MD
Farrar, Marc J., MD
Foody Jr., William F., MD
Garcia, Jorge E., MD
Gassett, Daniel J., MD
George, Ferris E., MD
Gerling, Gerard M., MD
Gibson, Gregory A., MD
Gimmel, Patrick, MD
Gindele, Christina, DO
Girouard, Allain A., MD
Girouard, Allain A., MD
Gomes, Eneida, MD
Goodfriend, Steven MD
Grech, David R., MD
Greenwald, David L., MD
Grimes, James M., MD
Griffin, Michael A., MD
Gun, Andrew J., MD
Haq, Iftikhar, MD
Henderson, Christopher, MD
Hoegerwerf, Willemijnje A., MD
Hort, Kurtis R., MD
Hossain, Tawhid S., MD
Huang, Qiaxia, MD
Husain, Kishwar, MD
Husain, Shakira, MD
Inamdar, Vatsal, MD
Jago, Kelly K., MD
Jayachandra, Paul D., MD
Jivcu, Benjamin, DO
Jones, James M., DO
Josephkuty, Sebastian, MD
Joyner, James A., MD
Justice, Keith M., MD
Kallos, Steven, MD
Kasraeinian, Sina, MD
Kelsey, Robert C., MD
Kennei, Heidi, MD
Kent, Jason, MD
Kharrazi, Angelika, MD
Khatib, Yazan, MD
Kidwai, Arif S., MD
Kiekkover, Brian D., MD
Kirkland, Annmarie, MD
Kluger, Warren S., MD
Kolshak, Chelsea, MD
Koppman, John S., MD
Kudia, Ashfaq I., MD
Lamba, Sumant, MD
LeBeau, Thomas A., DPM
Lokhandwala, Juzar, MD
Long, Mason H., MD
Long, William, MD
Look, Michael J., DO
Lowry, Lisa P., MD
MacDade, Stephen, MD
Machado, Miguel A., MD
Maetozi, Sherri L., MD
Malik, Amir A., MD
Maniak, Monali, MD
Manivel, Vivek M., MD
Mann, Christopher, MD
Marema, Robert T., MD
Mas, Jr., Miguel A., MD
Mas, Juan C., MD
Matheny II, Jack, MD
Mauzy, Jennifer, MD
Maxwell, Gerald, DO
McCann Jr., Louis S., MD
McCann Jr., Michael D., DO
McDowell, Scott D., MD
McGaw, Camille A., MD
Mendenhall, Milton T., MD
Michaels, Scott MD
Mihail, Miriam N., MD
Montgomery, Daniele J., MD
Monzon, Paul A., MD
Muehrcke, Derek D., MD
Neerukonda, Saihaan, MD
Ng, Raphael, MD
Oktavec, William J., MD
Pacakonska-Assefa, Irena, MD
Paley, Bruce H., DO
Pantaleo, Yanet, MD
Patel, Jignesh, MD
Patel, Joyti, MD
Peri, REb, DPM
Perumal, Amudha M., MD
Pineau, Benoit C., MD
Platko, William P., MD
Prakash, Manoj, MD
Prakash, Radhika, MD
Prieuau, John E., MD
Pribine, Dinesh, MD
Pulsus, Eric S., MD
Raghunathnavi, Raghuraj S., MD
Ravelo, Michael, MD
Raymaker, Brian D., MD
Rezwan, Asha, MD
Rill, Matthew C., MD
Rodriguez, Rosana, DPM
Rosado, Santiago A., MD
Ross, David, MD
Routier, Christine M., MD
Saikaly, Bashir S., MD
Sanchez, Carlos M., MD
Sanchez-Silva, Martha P., MD
Searle, Thomas A., MD
Shah, Nereen M., MD
Shrestha, Anil P., MD
Siebert, David C., MD
Signor, Robert N., MD
Skaria, Krishna M., MD
Silva, Jose A., MD
Smith, Ripp, A., MD
Soroka, Stuart A., MD
Soto, Jocelyn A., DO
Stanescu, Elena, MD
Stanescu, Stefan L., MD
Stark, John B., MD
Strom, Sebastian S., MD
Stromberg, Richard M., MD
Talaiferro, Robert B., MD
Tessler, Michael P., MD
Theilade, Karen C., MD
Tharp, Daryl, MD
Torres-Rivera, Carlos N., MD
Trescot, Andrea M., MD
Turnage, William S., MD
Tutar, Ali, MD
Usman, Faisal, MD
Vassallo, John M., MD
Villanueva, Steven, MD
Vitulli, Paul L., DO
Vivero, Carmen, MD
Volk, Albert G., MD
Vu, Anh, MD
Vucini, Janice L., MD
Vucini, Janice L., MD
Ward, Timothy M., MD
Warmuth, Marc A., MD
Wei, Jueyang, MD
Weisman, David, MD
Whitlock, Warren O., MD
Whitmire, Lelan F., MD
Wong, Erica E., MD
Yarman, Susan E., MD
Zub, Christopher J., DO
Zuberi, Omer, MD

Specialty

Allergy & Immunology 1
Anesthesiology 6
Cardiology 24
CT Surgery 1
Dermatology 1
Emergency Medicine 38
Endocrinology 1
Family Medicine 17
Gastroenterology 11
General Medicine & Surgery 1
General Surgery 3
Hematology/Oncology 3
Infectious Diseases 1
Internal Medicine 18
Nephrology 6
Neurology 3
Neurosurgery 2
Obstetrics/Gynecology 11
Ophthalmology 3
Orthopedics 5
Plastic Surgery 9
Pain Management 4
Pathology 4
Pediatrics 5
Podiatry 3
Psychiatry 4
Pulmonary 1
Pulmonology 4
Radiation-Oncology 1
Radiology, Diagnostic 11
Urgent Care 1
Urology 1

Grand Total 201