

Jackson

HEALTH SYSTEM



Carlos A. Migoya
President & Chief Executive Officer

TO: Honorable Joe A. Martinez, Chairman
and Members, Board of County Commissioners

FROM: Carlos A. Migoya
President & Chief Executive Officer

DATE: March 9, 2012

RE: Establishment of a Comprehensive Clinical Education Program and Clinical Practice in Partnership with the Florida International Herbert Wertheim College of Medicine

One of the greatest challenges facing any healthcare system is providing coordinated healthcare. The Jackson Health System ("JHS") and the Florida International University Herbert Wertheim College of Medicine ("FIUHWCOM") are working together to develop a model for healthcare for the twenty first century. As part of our evolving partnership and our consideration of the guidance in Resolution R-370-11 we have prepared this report. The pilot will result in a medical service that will serve as an integrated model of sustainable care for the health of the Miami-Dade Community for the future. The goals of the new program include: care based on a medical home as the center of patient care connected to multiple levels of care, financial sustainability in the short- and long term, while providing education for the next generation of healthcare providers.

The volatility of health care in Miami, particularly the population served by Jackson Health System, mirrors national and state level discord and represents an ideal site for this demonstration. The missions of the FIUHWCOM and JHS are aligned: to improve the health and the quality of healthcare for South Florida. The time is right for JHS to catalyze the formation of a true health care safety net system in which all stakeholders across the continuum of care participate.

The FIUHWCOM-JMH alliance would benefit not just the public health system, but also, the great services and facilities offered by the University of Miami ("UM") and the public health services of the Jackson Health System.

Initially, the JHS-FIUCOM medical service will provide care to patients directly by attending hospitalists. Patients will be provided efficient medical care guided by state of the art standards. To facilitate timely discharge of the patient to a less acute level of care, attendings will provide a transitional level of care in the ambulatory care center. The transitional care program will interact with the patient and healthcare community to connect them to their permanent medical home, shifting the "right care, at the right time, in the right venue." In order to provide the right care at the right time, attending hospitalists will be in-house twenty four hours per day providing care to admitted patients and admitting new patients to the service.

Plan to Establish a Comprehensive Clinical Education Program and Clinical Practice in Partnership with the Florida International Herbert Wertheim College of Medicine

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This proposal will work with certain patients admitted to JHS hospitals through the emergency room, primary care clinics and all patients of the ever growing faculty at FIUHWCOM. The cost to Jackson for the service will be the cost of the attendings and leadership hired by FIU to provide patient care, depending on the size of the service that is agreed upon. JHS will retain all billings for professional fees. The effectiveness of the model will be measured in parameters that assess the quality of hospital care (Appropriate documentation and medical record completion in the facility EMHR, LOS, utilization, readmission w/in 15 or 30 days, Core Measures, as mutually agreed upon in advance) as well as the effectiveness of teaching. This plan (see Attachment 1) was approved by the Public Health Trust Financial Recovery Board in February 2012 (see attached Resolution).

The FIUCOM-JHS medical plan is designed to provide a value-added solution to JHS' financial shortfall by managing, tracking and coordinating the care of patients, while creating a sustainable model for improving the health of the Miami-Dade community. The provision of coordinated services across the continuum of care will attract managed care organizations and ultimately new patients to JMH. The transformation of the current system of care from one that reacts to acute illness to one that prevents disease and its complications will require substantive changes to current JHS policies, processes, and bylaws. FIUHWCOM stands ready to collaborate with JHS and UM leadership to enable these changes and begin these services.

Ultimately, public healthcare systems that have adopted integrated care models are best positioned to weather the demands of Federal and State healthcare reform. Through this integrated care model, FIUHWCOM-JMH are invested in catalyzing these delivery models as they are ideal training grounds for Florida's future physician workforce

Attachments

*Jackson Health System
Executive Office
1611 N.W. 12th Avenue
(305) 585-6754*

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The Integration of FIU Herbert Wertheim College of Medicine into Jackson Memorial Hospital through Hospitalist Medicine:

*A plan for the development of financially sustainable, patient-centered services
that support quality medical education*

February 17, 2012
(Revised)



FIU and JHS Alignment:

Through the Affordable Care Act, the federal government has endorsed “accountable care” as a remedy to what is widely acknowledged to be a poor return on the healthcare dollars spent in the US. The defining elements of accountable care include: care to a distinct population, management by a coordinated set of providers, and financial incentives aligned with clinical goals. These elements over time yield containment of cost, enhancement of quality and the patient experience, and ultimately improvement of overall health status.

FIU Herbert Wertheim College of Medicine (“FIU COM”) seeks to integrate into Jackson Health System (“JHS”), and specifically Jackson Memorial Hospital (“JMH”), in a way that brings value to the system, value to FIU COM, and value to the patients we both serve. FIU COM has particular strengths to leverage in this partnership that include an organizational commitment to community health (as demonstrated by the NeighborhoodHELP program), a seasoned leadership team with proven expertise in managed care, and a broad based community voluntary faculty.

FIU COM Hospitalists at JHS: the FIU COM Internal Medicine Hospitalist Service

FIU will establish an Adult Internal Medicine Hospitalist service at JHS. The FIU COM Internal Medicine Hospitalist Service at JHS will consist of FIU COM physicians providing care to those identified patients needing hospital admission, including unassigned patients admitted through the JHS ED, and to patients referred for admission from the different FIU COM outpatient facilities. Lastly, FIU COM faculty in private practice will contribute to this service.

By leveraging FIU COM’s existing relationships, including those with Miami-Dade County’s Federally Qualified Community Health Centers (“FQHCs”), the FIU hospitalist team will work with FQHC leadership on enhancing quality initiatives that decrease readmissions of ambulatory sensitive conditions that negatively impact JHS and ensure that the patients are discharged back to their respective clinics.

FIU Health Care Network (FIU HCN)

The FIU Health Care Network is a medical services organization with seasoned administrative and medical leadership. Each member of the team brings experience from hospital, managed care and physician practice management. The FIU HCN will be responsible for the following:

- Providing management oversight of the Hospitalist Program
- Physician credentialing
- Contracting with all third party payors, including HMO’s, PPO’s and other managed care companies
- Provision of Revenue Cycle services, including billing and collections
- Compliance Plan and Code of Conduct of the FIU COM physicians and personnel
- Establishment of quality dashboard metrics, that will meet PQRS and patient satisfaction and perception
- Overall strategic direction to implement the above objectives

Timeline

The transformation of the current system of care will be accommodated through a mutually agreed upon date that will meet current JHS policies and processes. FIU COM and FIU HCN stand ready to collaborate with JHS leadership to enable these changes and begin these services.

Cost and Structure

The attached adult hospitalist medicine proposal takes the following into consideration:

- A dedicated FIU adult hospitalist program that would accommodate an Average Daily Census ("ADC") of a maximum of thirteen (13) patients being provided on a twenty-four (24) hour, which includes any daily admissions directed to our service
- Provision of direct patient care by 4.5 FTE Internists
- Medical Director oversight will be provided directly by JHS medical leadership
- FIU HCN will provide oversight of the program in the following areas: (a) administrative matters; (b) billing, collections, credentialing and other related financial matters ,
- FIU COM will not provide professional liability coverage as required by current State of Florida sovereign immunity limits, as it is expected that JHS will indemnify and cover the practitioners via their sovereign immunity
- JHS's patient access services department, including financial counselors, will integrate with FIU HCN personnel for the accumulation of all appropriate patients billing detail
- JHS's case management/social work/utilization services department(s), will integrate with FIU COM practitioners and FIU HCN personnel for the accumulation of all appropriate patient discharge/continuum of care documentation
- Patient admissions are expected in the med/surg units and intermediate care areas

The approximate gross cost, excluding billing and collection fees, for this program is estimated at \$1.37 million with this amount being remitted to FIU HCN on a prorata monthly basis. Collections for patient care services will be remitted to JHS on a monthly basis, as received. Based on an estimated payor mix, our model reflects collections of approximately \$300,000. These collections will offset the gross cost of the program resulting in an anticipated net program cost of approximately \$1.1 million.

Additional costs:

Fluctuations in census are expected and JHS agrees that, due to only have one (1) dedicated hospitalist physician per shift, a maximum census to ensure appropriate patient care is paramount. However, it is a mutual goal for the program census to increase over time and JHS agrees to fully fund appropriate increased costs as the hospitalist program grows. Such changes will be discussed and mutually agreed to with JHS management in advance.

Primary Care Center (Biscayne)

Should JHS wish to further discuss the need for this Center, the FIU HCN will provide a detailed proposal of the anticipated costs.

The FIU COM through the FIU HCN proposes the integration of a dedicated primary care center at the current Biscayne and 38th Street location to further expand the JHS patient care delivery system in the revitalized "theater and garment districts". The Center would be open a minimum of eight hours (8) per day, Monday-Friday with the potential for expanded hours and would be staffed by rotating primary care physicians, nurse practitioner, medical assistant and support staff. All personnel would be hired directly by FIU COM and the services would be billed by the FIU HCN.

Summary

The integration of FIUCOM into JHS is designed to provide a value added solution by managing, tracking and coordinating the care of the unassigned and unfunded patients currently at Jackson Memorial Hospital. These same patients will be admitted at JHS under the FIU service and be discharged back to the same clinic closing the circle of care. This effectively provides a managed care environment to this population that will drive down the cost to JHS.

RESOLUTION NO. PHT 2/12 - 014

**RESOLUTION AUTHORIZING THE PRESIDENT, OR HIS
DESIGNEE, TO NEGOTIATE AND EXECUTE AN AMENDMENT
TO THE FISCAL YEAR 2011-2012 ANNUAL OPERATING
AGREEMENT WITH FLORIDA INTERNATIONAL UNIVERSITY
COLLEGE OF MEDICINE, IN THE AMOUNT OF \$1,086,215 FOR
THE PROVISION OF HOSPITALIST MEDICINE AT JACKSON
MEMORIAL HOSPITAL**

(Alex Contreras-Soto, Chief Administrative Officer, Jackson Memorial Hospital)

WHEREAS, in July 2007, the Public Health Trust (the "Trust") entered into a Basic Affiliation Agreement with the Florida International University College of Medicine ("FIU") to serve as the location for the training of medical students; and

WHEREAS, the Trust and FIU have determined, as further set forth in the attached memorandum, which is incorporated in this Resolution as if fully set forth herein, that it is in their mutual interest to conduct a major part of FIU's inpatient medical school training at Jackson Memorial Hospital; and

WHEREAS, FIU has recruited and will continue recruiting full-time and part-time faculty members who will practice at the Trust facilities, providing hospitalists medicine, and clinical services; and

WHEREAS, the President finds that it is in the best interest of the Trust to pursue negotiations with FIU for an Amendment to the 2011-2012 Annual Operating Agreement and recommends continued negotiations, contract execution and approval of the proposed budget.

NOW, THEREFORE, BE IT RESOLVED BY THE FINANCIAL RECOVERY BOARD OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, that this Board finds it in the best interest of the Public Health Trust to authorize the President, or his designee, to negotiate and execute the Fiscal Year 2011-2012 Annual Operating Agreement with Florida International University College of Medicine in the amount \$1,086,215 for the provision of hospitalist medicine, including, but not limited to, a plan for the development of financially sustainable, patient- centered services that support quality medical education.

**Add-on Agenda Item 1
Public Health Trust Financial Recovery Board
Chairperson's Report
February 27, 2012**

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The foregoing resolution was offered by Mr. Arriola and the motion was seconded by Mr. del Cueto as follows:

Joe R. Arriola	Aye
Michael Bileca	Absent
Joaquin del Cueto	Aye
Mojdeh L. Khaghan	Aye
Marcos J. Lapciuc	Aye
Stephen S. Nuell	Aye
Darryl K. Sharpton	Aye

The Chairperson thereupon declared the resolution duly passed and adopted this 27th day of February 2012.

PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA

BY: _____



Joaquin del Cueto, Secretary

Approve by the County Attorney as to form
and legal sufficiency _____