

1. Applicant: Public Health Trust of Miami-Dade County d/b/a Jackson Health System

2. Medicaid Provider Number: Outpatient-010042101; Inpatient-010042100

3. Provider Type: County owned public, not-for-profit, hospital

4. Amount applying for: \$941,989

5. Identify as a new or enhanced program: New

6. Description of the delivery system and affiliations with other health care service providers:

Effective October 1, 1973, the Public Health Trust of Miami-Dade County d/b/a Jackson Health System (“Trust”/”JHS”) was created by county ordinance to provide for an independent governing body (the board of Trustees or Board) responsible for the operation, governance, and maintenance of “designated facilities.” Currently, the Trust operates six hospitals; two skilled nursing facilities; three primary care centers; as well as four specialty care centers, school-based care programs, and the corrections health services for Miami-Dade County and one insurance organization, JMH Health Plan. The Trust operates a total of 2,106 licensed hospital beds and 343 licensed nursing home beds.

The Trust is the largest provider of healthcare services in Florida and the 4th largest public healthcare system in the United States. Beyond its size and history, Jackson Health System has earned recognition for more of its specialty services than any other South Florida hospital; and JHS is consistently ranked among “America’s Best Hospitals” by US News and World Report. US News and World Report currently ranks the University of Miami/Jackson Memorial Hospital as the second best hospital in the Miami/Ft. Lauderdale area.

See Attachment I for a more thorough description of the delivery system and affiliations with other health care service providers.

7. Service Area: Miami-Dade County, FL

8. Service Area characteristics (including demographics or population served and distribution of current population served by funding source, e.g., Medicaid, Medicare, Uninsured, Commercial insurance, etc.):

With over 2.5 million documented residents, Miami-Dade County is the most populated and ethnically diverse County in Florida; 7th most populated in the United States (U.S. Census, 2010). The County’s 2.5 million residents are from diverse backgrounds with approximately 65% of the population being Hispanic or Latino origin. The population is a mix of 78% white (16% non-Hispanic), 19% Black (African-American, Haitian and Caribbean) and 3% unknown or other (U.S. Census, 2010). Given its geographic location and cultural diversity, Miami-Dade

County is a magnet for migration from the Caribbean and South America. Approximately half of the population was born in other countries.

Coupled with a large, diverse population Miami-Dade has one of the highest rates of uninsured, and underinsured, individuals in the nation. Over 25% of the population under 65 is uninsured; notably higher than the state average of 19% (Health Council of South Florida, Inc., Strategic Plan 2008-2011) and the national average of 18% (National Coalition on Health Care, Facts on Health Insurance Coverage, 2007). In addition, the rate of residents living below the Federal Poverty Level (FPL) is also higher in Miami-Dade County 18% compared to the state average 15% (U.S. Census, 2010).

The demographic mix of the patient population served at our primary care centers are estimated as follows:

Race/Ethnicity	Jackson Health System Primary Care Center Clinics	Miami-Dade County Population Comparison	State Population Comparison
Black	46%	19%	16%
Hispanic	42%	62%	23%
White (Non-Hispanic)	6%	16%	58%
Other	6%	3%	3%
TOTAL	100%	100%	100%

The payor mix of our primary care center patient population is as follows:

Commercial	0.1%
Managed Care	8.1%
Medicaid	14.0%
Medicare	7.6%
Other	6.9%
Potential Medicaid	2.1%
Self Pay	61.2%

9. Organizational Chart and point of contact:

Organizational Chart: **See Attachment II.**

Point of Contact: Eve Sakran, Director JHS Research & Grants Dept.; Phone: 305-585-7596; Email: esakran@jhsmiami.org

10. Proposed budget for funding detailing the request: See Attachment III.

11. Provide a brief summary of your proposed project:

This initiative will focus on a coordination of care that will reduce resource utilization and avoidable emergency department visits, avoidable admissions and re-admissions through the use of an electronic health record that will be shared across all aspects of JHS' delivery system and eventually with other safety net and community providers. The purpose is to address the realities of a public hospital where large numbers of individuals utilize our emergency department who have chronic illnesses more appropriately treated in primary care settings but return frequently (known as frequent flyers). Nowhere is this more prevalent than in the low-income uninsured population.

The aim of the proposed program is to create a system of care change that will address care coordination resulting in improved access to care for all JHS patients. This would include implementing Virtual Suite, a health information exchange, that would expand the care coordination efforts to Miami-Dade County safety net and community providers. The care coordination initiative being proposed will focus on JHS' three primary care centers: Jefferson Reaves Sr. Health Center, North Dade Health Center, and Rosie Lee Wesley Health Center , however, upon full implementation, coordination efforts will allow the primary care provider to access both in-patient and specialty care information. The depth and reach of the proposed services into the County's other safety net and community providers depends on the amount funded.

JHS is a large multi-site organization in which patients seen typically present with multiple medically complex conditions that require a wide array of patient services (e.g. physicians, social workers, pharmacy) to manage the patient. Research has shown that effective collaboration between providers improves coordination, communication, patient quality, safety and adherence. JHS will implement this systems change strategy at three tiers of clinical settings.

1) Within the Primary Care Office

- Ensure every patient has a personal PC Clinician
- Care Coordinators
- Adjusting panel size as necessary
- "Renting" community and hospital supports
- Specialized programs in PC office for high-risk patients
- Phone triage and access system
- Planned visits, comprehensive care visits
- Enlist patient/family in coordination effort

2) Between Practices

- Managing referral network
- E-referrals
- Co-location of PC and commonly referred specialists
- PCP specialist service agreements
- Referral tracking system
- Enlisting the patient information transfer to specialists

3) Between PCP and Hospital

- Bi-directional transition care management
- Care transitions program
- ER diversion

These strategies will be enhanced through an electronic health information exchange that will capture patient's clinical data throughout the full continuum of care.

Systems for exchanging healthcare related information is essential for clinicians and physicians in order to meet the high standards of patient care via electronic participation before, during and after the process of patient's in-office or in-hospital healthcare. The electronic participation of various medical personnel is mainly to provide informational resources and provide for the patient's continuity of care. Patients benefit by providing timely, safer, effective, efficient, and patient-centered equitable healthcare services. Jackson Health System's size and breadth; full array of services and integration with other safety-net and community providers lends a solid foundation for a pilot project such as the one we are proposing, thereby reducing health care service use and costs associated with preventable emergency department visits, hospitalizations and re-admissions.

The health information exchange solution will be implemented with the specific purpose of creating a patient portal (community patient portal/dashboard). The community patient portal will allow for a scalable health information sharing infrastructure that will benefit key stakeholders.

Many of the patients seen in JHS' emergency rooms present with chronic, yet manageable, disease conditions. Through the implementation of this project, improved care coordination will be able to be achieved by creating virtually immediate access to relevant patient medical information across not only JHS' care providers, but also its partners in care across Miami-Dade County.

Additionally, through Virtual Suite, patients seen in the emergency room for chronic disease conditions will have improved follow up from JHS' primary care centers and participating community health centers. Patients will be able to move more easily among providers in the system thereby improving continuity of care.

Through this project, JHS will implement a flexible platform that will allow providers across its system, patients, other relevant health care institutions and payers the ability to easily view and securely share meaningful patient information at the point-of-care, resulting in improved treatment outcomes and reduction of costs. The project will centralize patient information visibility; offer secure information exchange; streamline medical workflows; result in information error reduction and provide decision support at point-of-care.

12. Describe plan for identification of participants for inclusion in the population to be served in the project:

Multiple concurrent connections will be established within Jackson Health System to provide access for usage to all JHS physicians and clinicians. This will allow for patients seen at JHS and participating providers across Miami-Dade County to benefit from JHS' implementation of the Health Information Exchange (HIE) application.

JHS will analyze populations at risk and target those classified as “Failed Primary Care”.

13. How will access to primary care access system services be enhanced by this project?

Patients with chronic conditions will be assigned a medical home at one of our primary care sites, utilizing the electronic clinical pathways and protocols implemented as part of this initiative the primary care providers, specialists to whom the targeted population of patients will be referred and the patients themselves, as well as all JHS providers and other safety-net and community providers who participate in this initiative will have access to the clinical data required to manage and treat patients with the chronic conditions built into this system. Chronic conditions can be managed more effectively through a coordination of primary care providers in collaboration with other providers throughout the continuum of care thus resulting in improved health and wellness at a reduced cost.

14. Does the enhancement include hours of operation after 5:00 pm and/or on weekends at existing sites, or the establishment of a new clinic site?

The Virtual Suite will allow JHS providers to serve patients on a 24/7 basis. Thereby, reducing health care service use and costs associated with preventable ER visits and hospitalizations.

15. Describe your capability to serve minority and culturally diverse populations:

JHS staff is multi-ethnic and multi-cultural; Spanish, French and Haitian Creole are secondary languages spoken by our health care team. Providers also have access to a strong Interpreter Services Department through Language Line Cultural sensitivity, respect, and patient confidentiality are upheld with utmost importance. Caregivers, as well as support staff, receive yearly cultural awareness and sensitivity training in order to keep abreast of social, economic, and cultural changes occurring within Miami-Dade County.

16. Describe how you will identify and address health care diversity issues as well as health care literacy barriers:

JHS uses a multi-pronged approach to communicating with patients. Health care providers and support staff are fluent in English, Spanish, French and Haitian Creole; which reflects the language make up of the target population. Patient education information is based on self-educational material presented in a variety of formats including publications, workshops, group appointments, audio and video; which were created with an awareness of the differences in patient culture, language, literacy levels and comprehension abilities.

17. Describe measures and data sources that you will use to evaluate the effectiveness of each initiative comprising your project:

JHS sites, medical professionals, and community partners will have access to and will use a standard health information exchange application. (Source of Measure – Number of registered

JHS HIE users; Number of sites with access to JHS HIE application) **See Attachment IV: Conceptual HIE Design**

Bidirectional data exchange; data exchange activity including number of unique patients with clinical data, number of unique users and number of views will be measurable through HIE application use (Source of Data – HIE application)

Reduced number of avoidable ER visits. (Source of Measure: Baseline to be established via hospital-based PQI Data and hospital data system)

18. Describe data collection and reporting capabilities including systems and staffing resources, provide a reporting template:

Depending on the metric being evaluated, JHS will use information from multiple enterprise software solutions, including Cerner and other electronic medical records, to continuously monitor patients' progress and provider performance.

Patient satisfaction surveys will be administered to patients enrolled in the disease management program. Current JHS patient surveys ask for responses based on a five-point scale (excellent, very good, good, fair, or poor). JHS is benchmarked against peer groups nationally. JHS will work with research consultants to develop a survey questionnaire specific to the target population; which will be translated in Spanish and Creole.

19. Provide a letter of commitment from the local match fund source on that entity's letterhead:

See Attachment V.

Attachment I:

Description of the delivery system and affiliations with other health care service providers

The Trust operates the following facilities and programs in Miami-Dade County, Florida:

Jackson Memorial Medical Campus

Jackson Memorial Medical Campus consist of Jackson Memorial Hospital, Holtz Children's Hospital, Jackson Rehabilitation Hospital and Jackson Mental Health Hospital and is conveniently located in the City of Miami in close proximity to major highways and Miami-Dade County Metro-rail and mass transit system. In conjunction with the University of Miami School of Medicine faculty, University of Miami/Jackson Memorial Medical Campus provides a wide range of patient services, educational programs, a clinical setting for research activities and a number of health-related community services.

- ***Jackson Memorial Hospital*** opened in 1918, is an accredited, tax-assisted, tertiary teaching hospital with 1,498 licensed beds. In association with the Florida International University Herbert Wertheim College of Medicine and the University of Miami Leonard M. Miller School of Medicine and its faculty, Jackson Memorial is the third largest public teaching hospital in the United States. It is a regional referral center and a magnet for medical research and innovation.

Jackson Memorial's world-renown treatment facilities include the Ryder Trauma Center, the only adult and pediatric Level I trauma center in Miami-Dade County and one of the busiest in the nation; UM/JM Burn Center, the only such center in Miami-Dade County; and the Miami Transplant Institute, ranked among the busiest in the nation and is the only site in Florida where every kind of solid organ transplant is performed. More than half of the world's reported multi-organ transplants have been performed at Jackson Memorial Hospital. Based on the number of admissions to a single facility, Jackson Memorial is one of the nation's busiest hospitals.

- ***Holtz Children's Hospital*** is one of the largest children's hospitals in the southeast United States and, in collaboration with the Miami Transplant Institute, is one of three centers in the country that specializes in pediatric multi-organ transplants. Holtz is also home to one of the nation's largest neonatal intensive care units, producing some of the best medical outcomes in the United States. For 2011-12, Holtz was ranked among "America's Best Children's Hospitals" by U.S. News & World Report for neonatology, nephrology, diabetes and endocrinology, urology, cardiology/heart surgery, gastroenterology and cancer. In 2010 and 2011, Holtz had more pediatric physicians on the "Best Doctors in America" list than any other children's hospital in South Florida.
- ***Jackson Rehabilitation Hospital*** has been servicing the Miami-Dade community for over 46 years. Jackson Rehab is a leader in caring for adult and pediatric patients with brain and spinal cord injury, medically complex conditions, burns as well as hand and orthopedic injuries. Jackson Rehab is proud to be a Spinal Cord Injury (SCI) Model Center, one of only 14 SCI Model Systems in the country. It has also been credentialed

by The Joint Commission and the Commission on Accreditation of Rehabilitation Facilities, designated by Florida's Department of Health and Rehabilitative Services for acute and rehabilitative care for patients with brain and spinal cord injury.

- ***Jackson Mental Health Hospital*** is a three-story, 180,000-square-foot facility committed to the highest quality, treatment and service. Opened in 1999, JMHH consolidates evaluation, clinical treatment, teaching and research, to offer a full continuum of care for children, adolescents, adults and seniors, including inpatient, partial hospitalization, day treatment and outpatient programs. In association with the University of Miami Leonard M. Miller School of Medicine's Department of Psychiatry, JMHH offers specialized treatment for numerous conditions including depression and mood disorders, schizophrenia, suicidal ideation or behavior, anxiety and panic disorders, drug and alcohol abuse, Alzheimer's disease and maternal substance abuse. JMHH also specializes in criminal justice mental health services. All screening and referral services are free and confidential.

Jackson South Community Hospital is a 226-bed, acute-care hospital located in South Miami-Dade County approximately 17 miles south of University of Miami/Jackson Memorial Medical Campus. Jackson South provides a wide array of services and subspecialties practiced by nationally respected, board-certified physicians and healthcare professionals. Some of Jackson South's signature services include robotic surgery in the Urology Center of Excellence, bariatric surgery in the Gastric Sleeve Center, colorectal procedures in the Digestive Center of Health, a Comprehensive Breast Center, outpatient nutritional counseling with registered dietitians and a level I Cardiac Catheterization Lab. In February 2011, Jackson South doubled its size through a 157,000 square-foot expansion and renovation project that included an expanded emergency room and renovated minor care, surgical facilities, 48 new private patient rooms and 12 new Intensive Care Unit suites.

Jackson North Medical Center is a 382-bed, acute-care, community hospital located approximately 11 miles north of University of Miami/Jackson Memorial Medical Campus, serving the residents of North Miami-Dade County. It is also an academic affiliate of the Florida International University Herbert Wertheim College of Medicine. Jackson North's services include 24-hour adult and pediatric emergency care, cardiac care, maternity care, orthopedics, surgery, inpatient and outpatient rehabilitation, and wound care including hyperbaric chamber treatment/therapy. Jackson North is a Joint Commission certified advanced primary stroke center and a member of the Dade County STEMI Network for interventional cardiology. It is also home to specialized centers such as the Leon and Serena Simkins Thyroid and Neuroendocrine Tumor Clinic, Center for Geriatric Psychiatry, Comprehensive Cancer Program, Endovascular Institute, Uterine Fibroid Treatment Center, Pain Center, Women's Health Program, Special care Unit for medically complex patients, and Bariatric Center of Excellence. Jackson North is also one of only three hospitals in Florida to earn the 2012 U.S. Environmental Protection Agency's (EPA's) ENERGY STAR certification for energy efficiency.

Long Term Care Centers

Jackson Health System owns and operates two long-term care centers in Miami-Dade County. Both facilities assist Jackson Memorial Hospital, Jackson South Community Hospital and

Jackson North Medical Center with the timely discharge of patients who cannot be easily discharged from the hospital to home or other community nursing homes.

- ***Jackson Memorial Long-Term Care Center***, a 180-bed skilled nursing facility located in north Miami-Dade. It received the Governor's Gold Seal Award in 2002, which was given to only 10 nursing homes out of 600 in the state.
- ***Jackson Memorial Perdue Medical Center***, a 163-bed skilled nursing and rehabilitation facility in south Miami-Dade has been recognized as a 4-Star-Best Nursing Home by *U.S.News & World Report*.

Community-based Care

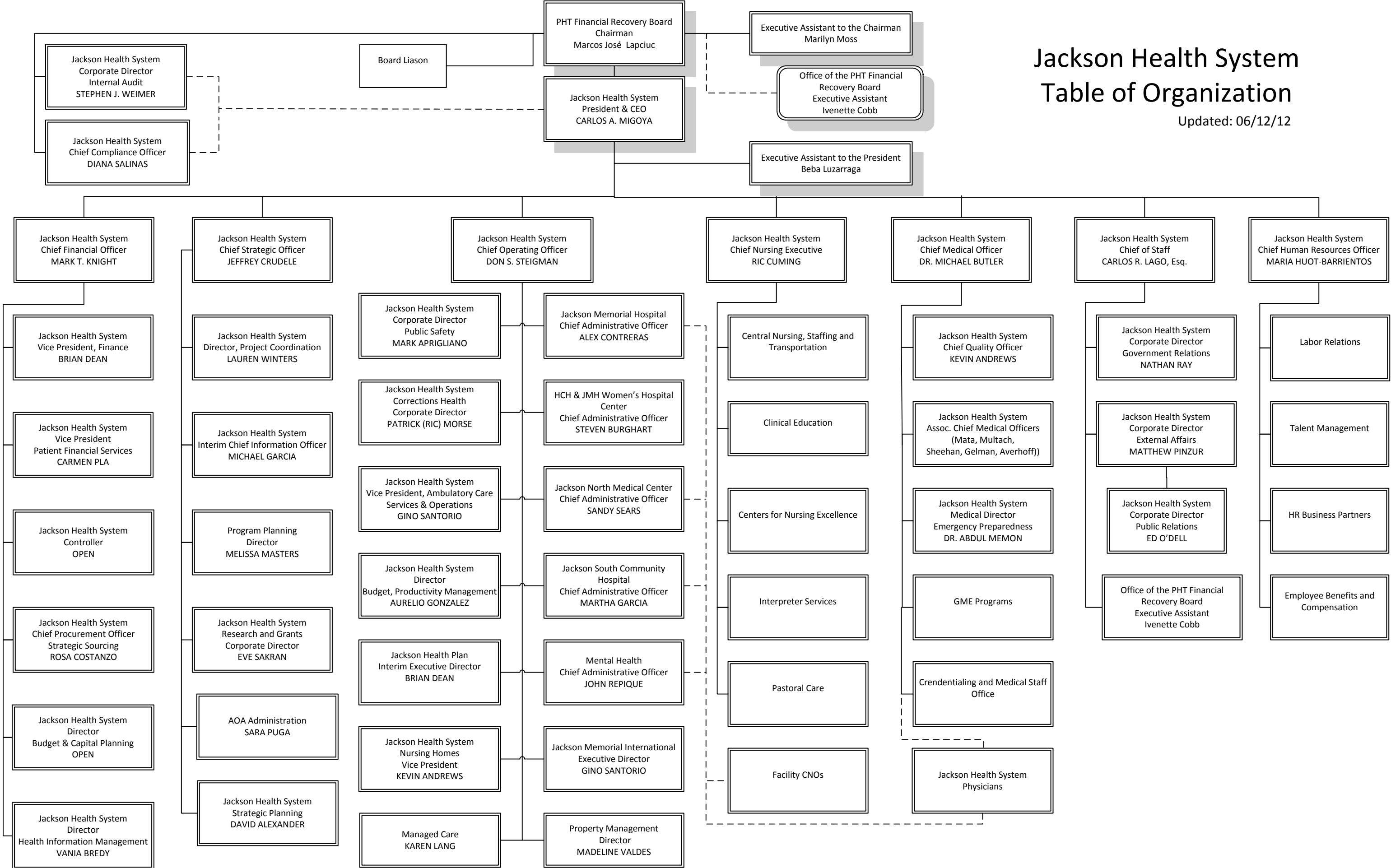
- **Primary and Specialty Care Centers:** Jackson Health System operates primary care and specialty care centers throughout the county. Vanguards of Jackson's mission to promote and preserve community wellness, the primary care centers provide services such as lab work, chronic disease management, prenatal care and optometry. The specialty care centers, a growing part of the Jackson network, provide unique and cutting-edge treatment in areas such as cardiology, bariatric surgery and digestive health.
- **School-Based Care:** Throughout Miami-Dade County, Jackson Health System operates 18 programs in elementary, middle and high schools where students receive first aid, immunizations, school physicals, health education, counseling and referrals.

Affiliations

The Trust has well established relationships with many area hospitals. Current affiliation agreements are in place with Mount Sinai Medical Center, the Miami Veterans Administration Medical Center, the University of Miami Hospital and Clinic, the Bascom Palmer Eye Institute, the University of Miami Hospital and Clinic's Sylvester Comprehensive Cancer Center, Morse Geriatric Center, Broward General Medical Center and Miami Children's Hospital for resident physician training and patient care.

Jackson Health System Table of Organization

Updated: 06/12/12

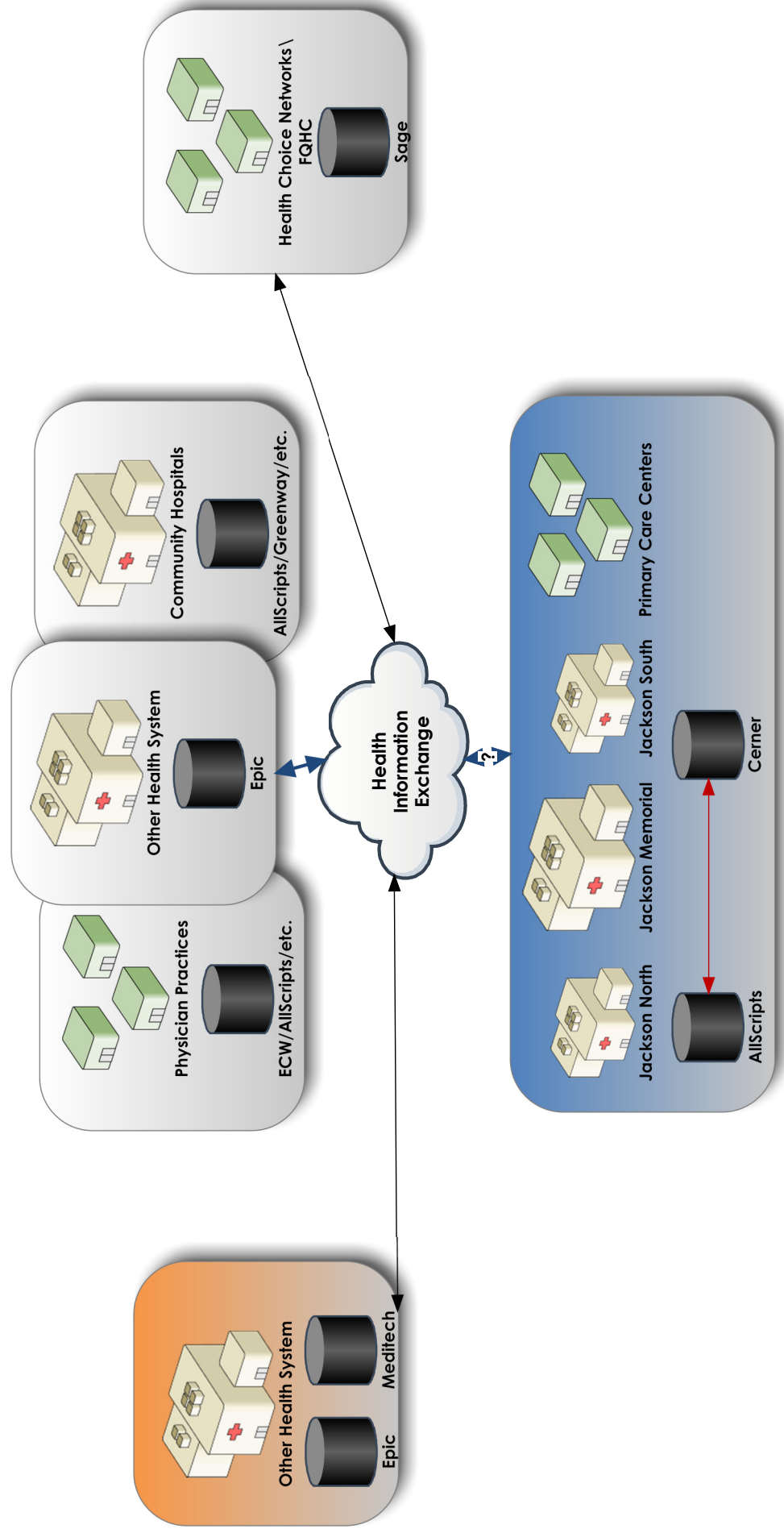


**Attachment III: Budget
Public Health Trust of Miami-Dade County d/b/a Jackson Health System**

Virtual Suite

PROGRAM BUDGET		Requested Funding		Justification
		%	Amount	
SALARIES: Full-Time Employees				
<u>Position</u>	<u>Annual Salary (12 mths)</u>			
Project Manager/Application Specialist	100,000.00	100%	100,000.00	Conducts all project management tasks to ensure schedule, cost, and quality goals; Develops project plans, schedule and work breakdown structure for project; Communicates project status, progress on deliverables, and risks/issues to stakeholders and leadership in a timely manner
Clinical Informatics Specialist	90,000.00	100%	90,000.00	Responsible for testing, product execution, training and continuous maintenance of the application.
			0.00	
			0.00	
Full-Time Total		2.00	190,000.00	
TOTAL FTEs/SALARIES		2.00	\$190,000.00	
FRINGE BENEFITS			\$174,800.00	
Fica/Mica	Rate: 7.65%		13,372.20	FICA calculated at a rate of 7.65%. $\$174,800 \times 7.65\% = \$13,372.20$. The \$174,800 represents employees taxable wages at their respective percentages, 5% of employee salaries treated as a pre-tax contribution to employee health benefits, 3% of employee salaries treated as pre-tax contribution to employee retirement benefits. [$\$190,000 - (\$190,000 \times 8\%)$] = \$174,800
W-Comp's	Rate: 1.10%	13400	2,090.00	Worker's Compensation calculated at a rate of 1.10%. $\$190,000 \text{ base salaries} \times 1.10\% = \$2,090.$
Retirement	Rate: 6.20%	22900	6,080.00	PHT/JHS retirement benefit is to 6.20% of salary. PHT/JHS employees contribute 3% of their base wages toward retirement. This amount will vary with each employee as their base salaries differ. ($\$190,000 \text{ base salaries} \times 6.20\% = \$11,780$; $\$190,000 \times 3\% = \$5,700$; $\$11,780 - \$5,700 = \$6,080$)
Health Ins.	Varies	9500	13,400.00	The Health Insurance contribution for PHT/JHS staff is \$11,450 annually. PHT/JHS employees contribute 5% of their base wages towards this benefit. Amount per employee will vary as their base salaries differ. ($\$11,450 \times 2 \text{ FTEs} = \$22,900$; $\$190,000 \text{ base salaries} \times .05 = \$9,500$; $\$22,900 - \$9,500 = \$13,400$)
Life Ins.	Cost per Staff Rate: 0.13%		247.00	Life Insurance Calculated at a rate of .13% of base salaries. ($\$190,000 \times .13\%$) = \$247
Dental	Rate: \$25		600.00	Dental Insurance at an average cost per staff of (\$25 x 12 months x 2 employees) = \$600
	Rate:			
TOTAL FRINGE BENEFITS			\$35,789.20	
OPERATING EXPENSES:			Cost	
Travel			3,400.00	Local travel @ .50 mile x 200 miles per month x 12 = \$1,200; Distance = \$2,200 for conferences and training
Equipment			1,800.00	
			1,800.00	Workstation - desktop computer w/ printer
Contracted Services			711,000.00	
			495,000.00	Information Network Package (Community Patient/Physician Dashboard, with inclusive elements as described in project narrative). License implementation
			216,000.00	Maintenance (License support)
Other			0.00	
TOTAL OPERATING EXPENSES:			\$716,200.00	
Administrative/Indirect Costs		0%		
TOTAL BUDGET			\$941,989.20	

Jackson Health System
Conceptual Health Information Exchange Design



July 31st, 2012

Agency for Health Care Administration
2727 Mahan Drive
Tallahassee, FL 32308

Re: Match Letter for 2012-13 Low Income Pool (LIP) Tier-One Milestone (STC 61) Application

To Whom It May Concern:

Jackson Health System is enthusiastically submitting two applications to ACHA under the Lower Income Pool Funding for the new funding as well as the Enhanced.

The IT creation of health information exchange via centralized medical record will allow the patients of Miami Dade County to enjoy the benefits of continuity of care between agencies and participating providers from in Miami Dade County.

JHS commits to providing the state share in the *New grant application* in the amount of money \$398,178.83 which is 42.27% of the requested budget \$941,989.20.

Sincerely,



Mark T. Knight
Executive Vice-President & Chief Financial Officer
Jackson Health System
1611 NW 12th Avenue
Miami, FL 33136