



**Community**  
Care Plan

**2021**  
Year in Review

## Letter From the President

Welcome to Community Care Plan's Annual Report! Although our team is already diligently working on our 2022 goals, we want to take the time to reflect on some of our 2021 accomplishments. As the COVID-19 pandemic continued, our team remained flexible and adapted to changes as they occurred. Whether working remotely or in the Community Care Plan office, our team continued to collaborate and successfully met operational metrics.

In 2021, Community Care Plan provided both medical and behavioral health services in-house. This decision has proved to be more efficient and more importantly, more effective in providing high-quality care for our members.

As demonstrated by the achievement of our 2021 corporate goals and beyond as highlighted in this report, Community Care Plan continues to demonstrate its resiliency and dedication to our mission and vision. Our success is a direct result of the outstanding commitment and resolve of our Community Care Plan team, providers, community partners, and vendors.



**Community Care Plan  
continues to demonstrate  
its resiliency and dedication  
to our mission and vision.**

# We strive every day to positively impact the health and wellness of those we serve.

**CCP provides a wide range of health-related professional and advisory services, including:**

- Claims Management/ Payment
- Clinical Data Analytics
- Contract Management
- Credentialing
- Customer Service and Call Center Operations
- Disease Management
- Financial Auditing and Monitoring
- Financial Management
- Fraud, Waste, and Abuse
- Grievance and Appeal
- Integrated Clinical Data Systems
- Medical Management
- Pharmacy Benefit Management
- Provider Network Development
- Quality Improvement
- Regulatory Compliance and Reporting
- Risk Stratification
- Utilization Management
- Workforce Training and Development

**C**ommunity Care Plan (CCP), the health plan with a heart, was established in 2000 as South Florida Community Care Network and is owned by two of the country's largest public health systems, Broward Health (North Broward Hospital District) and Memorial Healthcare System (South Broward Hospital District).

Community Care Plan serves more than 100,000 members in Florida Healthy Kids, Medicaid; commercial, self-insured employee health plans; and sponsored programs. Our health plans cover a wide range of health and medical services and offer an excellent choice of physicians and other benefits that help enrollees get and stay healthy.

Community Care Plan maintains accreditation by the National Committee for Quality Assurance (NCQA) and is also accredited by the Accreditation Association for Ambulatory Healthcare as a Health Plan.

A division of Community Care Plan, SydCura provides simple, transparent, and affordable solutions to connect people with the right care and reduce uncompensated care costs for safety net hospitals. SydCura has extensive experience applying managed care protocols to an uninsured or uncompensated population. For over 20 years, SydCura's leadership team has assisted safety net and essential hospital systems in developing a structured managed care process to reduce and eliminate duplication of services.



## **Mission**

To promote healthier communities.

## **Vision**

Be the driving force to ensure that every community has access to high-quality, affordable health care.





### **Quality**

Improve clinical excellence to exceed industry standards and customer expectations.

### **Customer Service**

Provide an excellent experience and superior services to our customers.

### **Community**

Develop preeminent community partnerships to meet the health and social needs of our enrollees.

### **People**

Create a values-driven culture that attracts, retains, and promotes the best and brightest people, who are committed to CCP's mission and vision.

### **Finance**

Achieve financial results through the provision of quality health care services, new technology, and investment in the organization.

### **Growth**

Promote growth to enhance and sustain excellence in service delivery and to support infrastructure improvements.



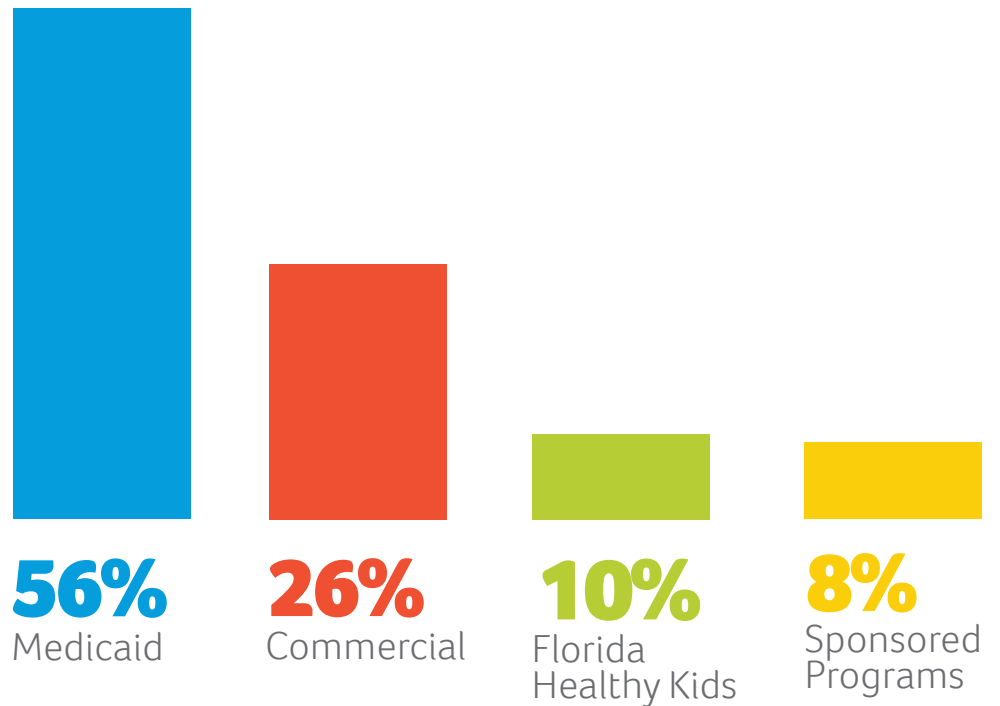
## **Core Principles**



Our approach to care is simple:

**Together, we  
are stronger.**

2021 CCP Membership Distribution







## Leadership Team

- **Jessica Lerner**, President and Chief Executive Officer
- **Jason Grynbaum**, Senior Vice President and Chief Financial and Strategy Officer
- **Susan Mansolillo**, Senior Vice President and Chief Human Resources Officer
- **Justin Marshall**, Senior Vice President and Chief Legal Officer
- **Leon Mink**, Senior Vice President and Chief Information Officer
- **Lupe Rivero**, Senior Vice President and Chief Business Development Officer
- **Miguel Venereo**, MD, Senior Vice President and Chief Medical Officer
- **Ken Walters**, Senior Vice President and Chief Operating Officer
- **Nicole Griffin**, Vice President and Compliance Officer
- **Alvaro Reis**, Vice President, Information Technology
- **Crystal Sanders**, Vice President, Health Plan Operations
- **Claudia Navarro**, Senior Director, Population Health and Care Coordination
- **Rosie Bonetti**, Director, Provider Operations and Network Contracting
- **Gloria Carbonell**, Director, Medical Economics
- **Ingrid Cepero**, Assistant General Counsel
- **Alex Fabano**, Director, Account Services
- **Terry Garzon**, Director, Information Technology
- **Karen George-Alexander**, Director, Finance
- **Maria Jam-Crease**, Director, Medical Management
- **Edward Markovich**, MD, Medical Director
- **Joselyn Mateo**, MD, Medical Director
- **Ivette Pagan**, Director, Human Resources
- **Amy Pont**, Director, Community Programs
- **Susan Ragazzo**, Director, Quality and Risk Management
- **Suzanne Tamargo**, Director, Communications and Marketing
- **Ivelisse Torres**, Director, Claims
- **Stephanie Williams-Louis**, Director, Community Engagement
- **William Wright**, Director, Health Information Technology



## How We Impact: A Look Back

When the COVID-19 pandemic hit home in 2020, we had no idea how long it would last. In 2021, the pandemic entered its second year and would continue to put Community Care Plan's emergency preparedness plans to the test.



Despite these challenges, we remained committed to serving our members, providers, clients, and the community. Here are just a few of the ways we've weathered the storm and put our communities first.

- **Implemented CareSignal**, a Deviceless Remote Patient Monitoring™ system, to increase Medicaid members' access to care from the safety and convenience of home
- **First Medicaid plan to execute COVID-19 vaccine incentive program**
- **Coordinated third-annual Vaccinate Broward initiative**, our partnership with Broward Health and Memorial Healthcare System, and provided vaccinations to 420 children and young adults
- **Completed Pharmacy Benefits and Non-Emergency Medical Transportation RFPs** that yielded comprehensive, efficient, value-focused contracts with reliable partners to provide high-quality pharmacy and transportation services to our members
- **Enhanced CCP website with the addition of a health library** to provide access to health education materials, videos, and tools

# Ensuring Quality

Quality is a part of everything that we do for our members and providers. We strive to always exceed expectations.



Five stars for pregnancy care for four consecutive years



Rated a 3.5 out of 5 in NCQA's Medicaid Health Plan Ratings 2021 and obtained accreditation for the Florida Healthy Kids line of business with a score of 98.6



Improved six behavioral health HEDIS measures in the first year of insourcing behavioral health services



Deployed real-time operational dashboards for all lines of business focused on 10 key areas, with the ability to drill down to member data



## Delivering Customer Service

Community Care Plan is always improving customer service to ensure members and providers have all they need for better health care.

**1.2M+**

total claims, with 10-day turnaround time

**221,396**

member and provider calls answered

**100%**

overall provider satisfaction with CCP as a health plan

**88%**

provider satisfaction as health plan as compared to all other Medicaid health plans

**94.43%**

call center service level

**11-second**

average speed of answer

**0.67%**

call abandonment rate



# Delivering Customer Service

## 24/7/365

real-time monitoring of our entire  
technology infrastructure

- **Implemented cloud-based customer service tool** for our call center; created knowledge base lookup for CX staff; and provided management with self-serve, real-time reporting
- **Created and deployed onboarding welcome team,** plan-specific welcome pages, and a series of welcome texts for new MMA members that provide information on plan benefits, how to access the member portal, how to change a PCP, and healthy rewards promotion
- **Created an enhanced provider data model to improve efficiencies and accuracies** in provider encounter reporting and value-based contracting analysis





**Anna Mender**  
Population Health/Concierge  
Care Coordination RN

**Delsadie Campbell**  
Social Worker

**Alyssa George**  
Behavioral Health  
Case Management

**Every month at our company Town Hall meeting, we share a *Story From the Heart* to remind ourselves of the people that we help and why we do what we do.**

A 29-year-old in the second trimester of her first pregnancy, Stacy\* was assigned to CCP and lacked knowledge about healthy pregnancy, complications of marijuana use, and available community resources. Here's how **Anna Mender, Case Manager**; **Delsadie Campbell, Social Worker**; and **Alyssa George, Behavioral Health Case Manager**, helped Stacy get back on her feet.

\*Name changed for privacy reasons

# 1 Engagement

When Community Care Plan first contacted Stacy, there was difficulty reaching her. We eventually connected with her via phone, text, and email. To engage with Stacy, we used the following techniques:

- Reflective active listening
- Anticipatory guidance
- Motivational interviewing

# 2 Assessment

Stacy was displeased with her current doctor and suffered from symptoms of severe nausea and vomiting. Among our findings:

- First pregnancy pregnancy to self-medicate (denial)
- History of bipolar disorder and anxiety that was not being followed or managed
- Severe nausea and vomiting, resulting in weight loss and/or no weight gain in second trimester
- Marijuana use during pregnancy to self-medicate (denial)
- Difficult to engage in management
- Noncompliance with treatment plan
- Need for transportation
- Need for assistance with coordinating provider visits and switching provider



# 4 Outcomes

With help from our team, Stacy was able to get back on her feet and get the support she needed and her baby needed:

- Engaged in maternal care with a satisfactory provider
- Utilization of our PIC transportation services for appointments
- Management and relief of symptoms with a Zofran pump and IVF through Optum
- Delivered a full-term healthy baby girl
- Engaged with a substance coordinator and Smoke-Free Best program through Healthy Start
- Connected to available community resources by our social worker team

# 3 Interventions

Stacy enrolled in our Birth, Baby, and Beyond maternity program, which included the following practices:

- Education (e.g., healthy pregnancy habits, fetal stages of development)
- Assistance with obtaining medical records from current provider
- Assistance with medical transportation
- Referrals to providers like behavioral health team members and social workers, as well as prescription management
- Referrals to community resources through Healthy Start Coalition



# Supporting Our Community

With the COVID-19 pandemic entering its third year, we continued to overcome new challenges and find new opportunities to promote healthier communities. We couldn't have done that without the help of our partners.



**139**

community events available on our virtual community resource center, **heart** (Health, Education, Access, Resources, Tools)

**\$108,000**

contribution to **27** local community organizations to improve social determinants of health

**15**

CCP-community partner events established on our virtual community resource center, **heart**

**1.5 Million**

views reached on our Abuela Says video series, developed and launched to dispel common health myths



## Supporting Our Community

- Designed and launched Biztown storefront at Junior Achievement of South Florida to introduce and educate 20,000 Broward and South Palm Beach public school students to CCP and our Florida Healthy Kids plan
- Strengthened community outreach and awareness by sponsoring 11 community events, including water safety, baby showers, and diabetes prevention
- Donated 100 bikes and hundreds of toys to Toys for Tots as part of Channel 10's Big Bus Toy Express toy drive
- Launched the availability of March of Dimes' implicit bias program for OB providers as part of their value-based contract
- Refreshed CCP logo to further convey feelings of caring, empathy, inclusivity, approachability, and accessibility



**Laure Nash**  
Population Health/  
Concierge Care  
Coordination RN

**Sharna Kay Bowen**  
Social Worker

**Michesther Voltaire**  
Population Health/  
Concierge Care  
Coordination RN

When Chloe\* needed help, Community Care Plan was there for her. Here's how **Laure Nash, Population Health/ Concierge Care Coordination, RN**; **Sharna Kay Bowen, Social Worker**; and **Michesther Voltaire, Population Health/ Concierge Care Coordination, RN**, helped her get the necessary support.

\*Name changed for privacy reasons



# 1 Engagement

Six-year-old Chloe was assigned to CCP upon discharge from the hospital for right-side pneumonia. Her extensive medical history included:

- Cerebral palsy
- Chronic lung disease
- Developmental delay
- Hearing loss
- Poor vision
- Microcephaly
- Seizures
- G-tube status

# 2 Assessment

Chloe's numerous health issues were just one part of the story. She and her caretaker faced other challenges as well:

- Lack of health care knowledge, including benefits and community resources
- Lack of a support system
- Caregiver burnout
- Urgent need for assistance with medication, durable medical equipment, and mortgage



# 4 Outcomes

With this much-needed assistance, Chloe's caregiver feels relieved and is grateful she can focus on work during the day:

- Chloe is engaged in care with her PCP/specialist
- Her caregiver feels supported by Care Coordination Team to advocate for Chloe
- Chloe is complying with her treatment plan
- She has been connected to resources like 211 Broward

# 3 Interventions

Chloe's Case Management team went to work on helping her and her caregiver receive the necessary support through:

- Health education, including benefits, aspiration precautions, and emergency care
- Coaching and patient advocacy
- A collaborative approach with health care providers
- DME coordination
- Connections to community resources



## Building a Successful Team

An organization is nothing without great people. Together, we are stronger.

- **CCP 360** interdepartmental program and workgroup sessions to promote proactive collaboration, solidarity, and peer-to-peer relationship building
- **Trained all staff** on suicide prevention and mental health parity
- **Deployed Management Fundamental series**, which was completed by 22 managers and supervisors

## Top Workplace

recognition by the Sun Sentinel

**21**

custom department trainings created and deployed

**15**

employee engagement events hosted

**14.8%**

improvement in phishing prone average



## Financial Highlights

Community Care Plan continued to face unprecedented challenges in 2021 but also continued to thrive – all thanks to our members, providers, employees, and community partners.

### Unaudited Financial Performance

#### Revenue (\$M)

2021	2020	Year-Over-Year
<b>\$192.30</b>	<b>\$174.84</b>	<b>9.1%</b>

**\$9.5**

million in value-based provider incentives

**\$2.7**

million in refunded premiums

**\$1.4**

million in third party liability cost recoveries





## Growth

At Community Care Plan, we're looking for new opportunities to grow. Here are some big ways we've expanded in the past year.

## 14%

growth in Medicaid membership

- Expanded business with Health Care District of Palm Beach to include trauma program
- Executed a new agreement with Jackson Health to assist in identifying total claim expenditures and develop comprehensive solutions for the future of its uninsured programs
- Executed agreement to administer Broward Health's Employee Plan (projected start January 2023)
- Revised our mission and vision to enhance their alignment with our strategic goals



## What's Next

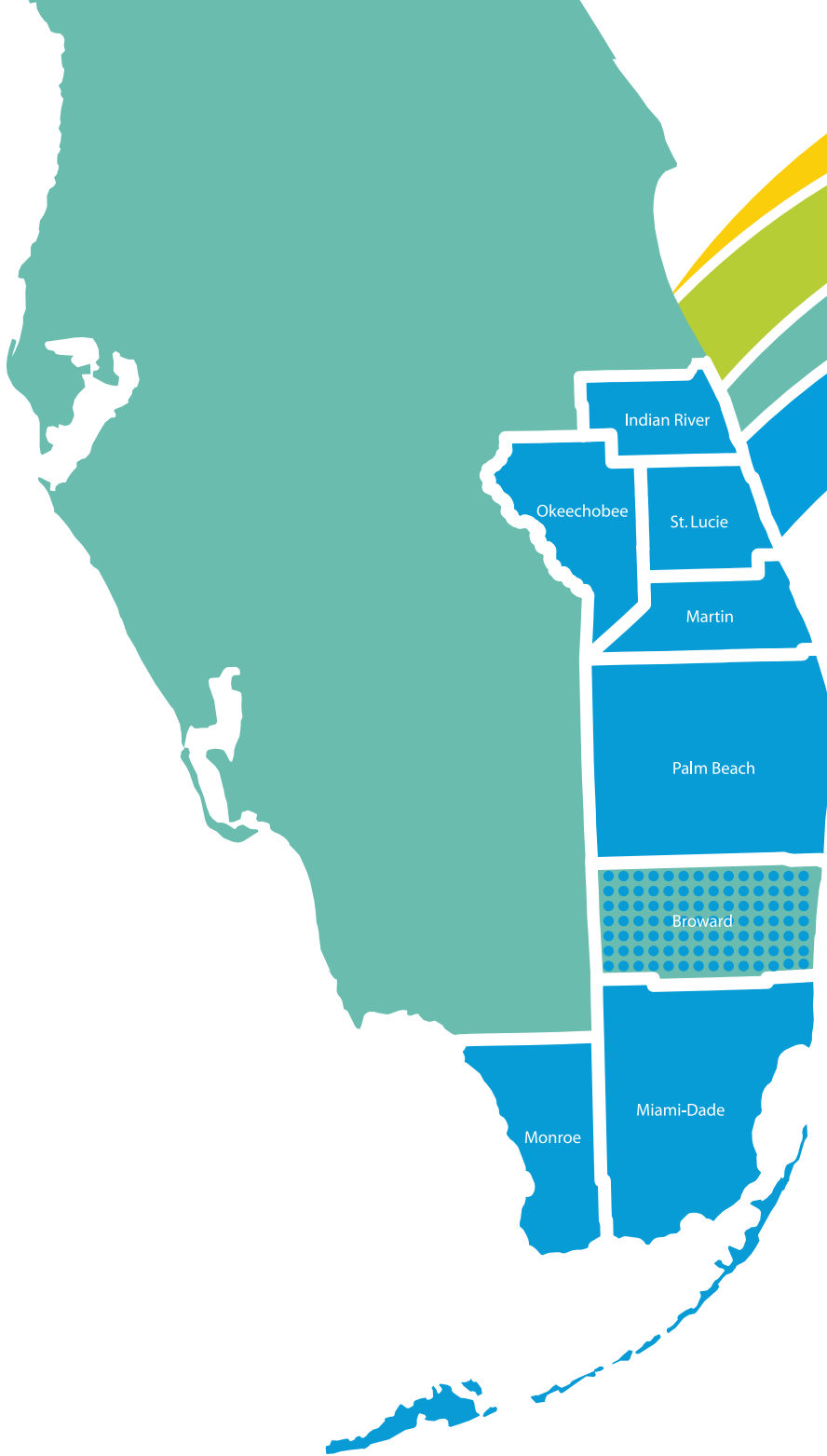
Community Care Plan will continue to focus on our strategic goals, including remaining steadfast on maintaining our quality performance scores, investing internally to ensure scalability for future growth, and diversifying our client base with the launch of our third-party administrative services division



### In 2022, we will also:

- Implement additional technological advancements to enhance clinical outcomes
- Expand our diversity and inclusion initiatives, and introduce our new Voice of the Community video series
- Establish a physical location for our Heart community resource center to improve social determinants of health and provide a wide range of health and wellness services to an area of our community that needs these most





## Community Care Plan Coverage Area



Medicaid/MMA; Florida Healthy Kids; and Commercial, Self-Insured Employee Health Plans



Florida Healthy Kids