

**Section A: Contact Information**

Name of Accountable Care Entity (ACE) (working name is acceptable)

**Primary Contact Information:**

Name Nelson Vasquez  
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Organization Jackson Park Hospital Foundation  
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Other information (e.g., assistant)

**Primary Contact Person for Data (if different):**

Name Barry Mandell  
Title Vice President Special Projects  
Organization Jackson Park Hospital Foundation  
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**Section B: Proposal Outline/Self-Assessment**

The Department is not seeking exhaustive detail on any of the following—that will be the purpose of the Proposal. However, high-level answers will:

- help the State understand who is likely to submit Proposals; and
- help interested entities understand the range of issues that must be addressed in the Proposal, thus giving them a chance to prepare for the eventual submission.

This Section B is simply a list of topic areas that we assume you will address in a separate document. Sections A and C must be completed and returned along with the document in which you answer the questions below.

1. **Geography and Population.** Define your service area by county or zip code. Describe, at a high level, the anticipated number of Enrollees (i.e. minimum and maximum) and your plan for recruiting Potential Enrollees. If different than your expected service area, specify the county(ies) or zip codes for which you are requesting data.
2. **Organization/Governance.** List and describe the background of any primary members of the ACE and their responsibilities. Provide a high-level description of your expected governance structure including who will participate on the governing board and the responsibilities of the governing board. What are the main operating agreements that will have to be developed with the primary members? To what extent has work started on developing these arrangements? When will the remaining work be completed?
3. **Network.** Provide a high-level summary of the Providers who have agreed to participate in your network and a summary of other Providers that the ACE plans on recruiting to participate in their network.
4. **Financial.** Please provide a description of the financial resources available to the ACE including the sources of funding for upfront expenses.
5. **Care Model.** Give an outline of your care model, including your plan for care coordination and care management and how your governance structure and financial reimbursement structure support your care model. At this point, we are not expecting a full description of your care model, just a high-level summary of the major components of your expected Proposal.
6. **Health Information Technology.** How will clinical data be exchanged? ACEs must have the capacity to securely pass clinical information among its network of Providers, and to aggregate and analyze data to coordinate care, both to make clinical decisions and to provide feedback to Providers.

FEDEX 9/27/13



**'TO SERVE AND TO GROW' 7531 STONY ISLAND AVENUE CHICAGO, ILLINOIS 60649 (773) 947-7500**

**September 26, 2013**

**Ms. Amy Harris-Roberts  
The Department of Healthcare  
And Family Services  
201 South Grand Avenue East  
Springfield, IL 62763**

**Dear Ms. Harris-Roberts:**

**Jackson Park Hospital Foundation is please to submit this letter of intent to develop an Accountable Care Entity (ACE) and complete a proposal to provide care to children under age 19, parents or other caretaker's relatives eligible for Covered Services under Title XIX, pregnant women and ACA Adults. Our proposal will be completed by January 3, 2014.**

**Jackson Park Hospital Foundation is uniquely qualified to develop an ACE because of the following:**

**The hospital provides inpatient and outpatient medical and behavioral services including O.B., labor and delivery and nursery. Using funding from the State of Illinois Capital Development program, we have constructed 2 new labor and delivery suits and will complete the updating and remodeling of the O.B. and nursery departments by January 14, 2014.**

**The hospital sponsors a three year family practice residency program with 18 residents. This has provided an infra-structure of full and part time physicians that treat our patients in our Family Practice Clinic and serve as faculty to our residents. The Family Practice Clinic has 46 state of the art patient examination rooms, procedure and immunization rooms in our new medical office building located near Stony Island Avenue on 75<sup>th</sup> Street. This three year old building is conveniently located on two major public transportations routes.**

Because of our current high levels of self pay and government sponsored patients, we employ many physician specialists to provide care to these patients. These physicians will be available to provide primary and specialty care to our ACE patients.

Jackson Park Hospital Foundation senior management leadership team has begun the process of interviewing consulting companies that have experience with H.M.O. operations and The State of Illinois to guide us through the ACE proposal and implementation process.

Below is a summary of the Jackson Park Hospital Foundation Proposal Outline/Self Assessment as outlined in Section B.

- 1. Geography and Population, The Jackson Park Hospital Foundation ACE Service Area includes the primary and collar zip codes in and around Jackson Park Hospital & Medical Center, the lead ACE member. These include the primary zip codes of 60649, 60619, 60617 and 60637, along with the collar zip codes of 60620, 60628, 60621, 60636, 60653, 60615, 60609 and 60643. These zip codes represent the current market penetration of Jackson Park Hospital for all of its patients. When reduced to patients with Medicaid, these zip codes continue to represent the top service areas of the Hospital. Due to the availability of our behavioral medicine unit, we often receive behavioral medicine patients from outside of our primary and secondary zip codes.**

The 2012 Program Enrollment and Demographics Data provided by HFS shows a total of 325,115 HIPPA Recipients in the zip codes included in the ACE service area. To obtain a minimum level of 40,000 enrollees the ACE would need to increase the market penetration of Jackson Park Hospital, across the zip codes, by a flat 10.352%. This increase does not take into account the existing patients of any other ACE, MCCN or HMO members. Given the various numbers of HIPPA Recipients in each zip code and assuming a maximum of 25% of enrollees in the top two primary zip codes (60649 and 60619), 15% of enrollees in the next two primary zip codes (60617 and 60637) and 15% of enrollees in the remaining zip codes gives the ACE a maximum expected enrollment of 61,738.

The hospital will work with our in-house and an outside marketing consultant to generate a multi-media campaign to recruit potential enrollees during the enrollment period.

**2. Organization/Governance, the Board of Directors of Jackson Park Hospital Foundation is comprised of 7 physicians and 3 lay persons. Jackson Park Hospital Foundation would incorporate and own the ACE in a new not for profit corporate entity. We have begun working with our attorneys on the legal structure and by-laws for the new corporation. As we develop this new corporation, we envision the use of an advisory Board composed of physicians, ACE patients and community members meeting semi-annually.**

**3. Network, through our subsidiary the Fridell Clinic, we currently have the following physicians salaried or on contract to provide physician services to our patients:**

- 10 family medicine physicians**
- 11 anesthesiologist**
- 6 internal medicine**
- 2 pediatrician**
- 3 obstetricians**
- 3 psychiatrists**
- 2 psychologists**
- 3 orthopedics surgeons**
- 1 ophthalmologist**
- 2 advance practice nurses**
- 2 general surgeons**
- 2 radiologists**

**This physician group will serve as the core providers for the ACE. Independent physicians including specialist on our medical staff will also be recruited to join the ACE. In addition, there are 141 family medicine, 121 Internal Medicine and 106 obstetricians, located in our service area but not affiliated with Jackson Park Hospital. We believe through development of the ACE, we will be able to recruit many of these community physicians to become part of the ACE and have the capacity to treat and manage 40,000 or more enrollees. The independent physicians will be reimbursed either through sub-capitation or fee for service arrangements.**

4. **Financial**, Jackson Park Hospital Foundation will provide funding for upfront expenses to develop and implement the ACE. During the start up phases of the ACE, the use of a qualified third party vendor is planned to provide enrollment, reporting, case management and claims processing. This will minimize large upfront expenses for computerization.
5. **Care Model**, which the ACE will deploy, is a mixed model that will use both a staff model and open panel model. The staff model will be used for the physicians salaried or contracted with our subsidiary the Fridell Clinic. The open panel model will be used for independent physicians on our medical staff or in our service area or specialist needed to provide care. The open panel physicians will be reimbursed on either a fee for service basis or sub capitation.

We have in the past year implemented an EMR system for the inpatient and outpatient clinical areas. This EMR incorporates ancillary services, nursing and physician services, documentation, order management and patient management. Through our QA program at Jackson Park Hospital, we aggregate and analyze information to ensure that our patients are receiving quality care, timely and efficient care. The methodology that we use is PDCA – Plan Do, Check and Act. This methodology allows us to constantly review our practice and information to ensure that we are meeting our goals.

Jackson Park Hospital currently has Clinical Pathways/Protocols for our patients with chronic illnesses. We also submit to CMS and Joint Commission our compliance with Core Measures. Several of the Core Measures incorporate measures/practices for chronic illnesses. In addition, many of the Quality Measures listed in Attachment C, we currently incorporate into our clinic practices.

For our Behavior Health services we have inpatient services for the acute care of patients; a transition to outpatient day services; and follow up clinic visits.

In our Medical Office clinics, we currently promote evidence-based health promotion and prevention intervention for our patients. Our Friedell Clinic physicians have participated in Blue Cross Hedis indicators on an ongoing basis for many years.