

Section A: Contact Information

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

_NorthShore Physician Associates Accountable Care Entity_____

Primary Contact Information:

Name: Ben Fisk _____

Title: Assistant Vice President, Business Services _____

Organization: NorthShore University HealthSystem _____

Address: 4901 Searle Parkway, Skokie, IL 60076 _____

Email: bfisk@northshore.org _____

Phone: (847)-982-6735 _____

Other information (e.g., assistant): Preethy Rangan (847)-982-4214 _____

Primary Contact Person for Data (if different):

Name: Ben Fisk _____

Title: Assistant Vice President, Business Services _____

Organization: NorthShore University HealthSystem _____

Address: 4901 Searle Parkway, Skokie, IL 60076 _____

Email: bfisk@northshore.org _____

Phone: (847)-982-6735 _____

Other information (e.g., assistant): Preethy Rangan (847)-982-4214 _____

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.

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7. **Other Information.** Please provide any other information that you think will better enable the Department to understand and meet your needs or the general needs of potential ACEs.

Section C: HIPAA Limited Data Set Agreement

Dear Ms. Harris,

NorthShore University HealthSystem
D/B/A NorthShore Physician Associates IPA
Medicaid ACE Letter of Intent

Section B (Proposal Outline/Self Assessment):

1. **Geography and Population:** NorthShore University HealthSystem, headquartered in Evanston, Illinois, serves the greater North Shore region located within Cook and Lake Counties.

Our four hospitals are located in Evanston, Glenview, Highland Park and Skokie

Our employed Medical Group has 100+ office locations for Primary Care and Specialty Services. Exhibit 1 is a map that illustrates our Hospital and Medical Group Office locations.

Exhibit 2 outlines our primary geographical service area by zip code. This also reflects the area in which we are requesting data.

Today, our health system, serves 30,000+ Medicaid enrollees. We anticipate that the number of ACE enrollees would range between 30,000 and 45,000.

Our plan for recruiting enrollees is evolving and will be finalized upon submission of the formal proposal. At a high level we would engage in grass roots efforts to connect with these individuals, including Certified Application Counselor involvement, Open Houses, Patient Outreach, and collaboration with our FQHC partners.

2. **Organization/Governance:** NorthShore Physician's Associates, Inc. ("NPA") is a clinically integrated physicians group and a wholly owned subsidiary of NorthShore University HealthSystem ("NorthShore"). NPA will serve as the lead entity of the ACE. The day to day operations of NPA are managed by Ben Fisk, AVP, Business Services and 2 standing committees:
 - Quality Leadership Committee - Lead by the Chief Medical Quality Officer
 - The Quality Leadership Committee is comprised of both employed and independently contracted physicians. The Quality Leadership Committee has the following powers and responsibilities:
 - i. Develop integrated quality platforms and metrics
 - ii. Manage integrated quality data and reporting

- iii. Evaluate patient outcomes in an effort to modify practice patterns and metrics to improve quality performance
 - iv. Approve the criteria for physician participation
- **Physician Contracting Leadership Committee** – Lead by the Assistant Vice President, Business Services
 - The Physician Contracting Leadership Committee is comprised of both employed and independently contracted physicians. The Physician Contracting Leadership Committee has the following powers and responsibilities:
 - i. Review and recommend strategy
 - ii. Develop and approve incentive fund development and disbursement plan for bonus/incentive payments for quality and efficiency outcomes

NPA, in conjunction with Valence Health Solutions, currently performs all management and administrative functions for our risk contracts including but not limited to: network contracting, credentialing, utilization management, quality management, claims payment and data analysis.

3. **Network**: NPA’s current network consists of the following:

Hospitals:

Evanston Hospital, Glenbrook Hospital, Highland Park Hospital and Skokie Hospital.

Physicians:

198 NorthShore Employed Primary Care Physicians (PCP)

618 NorthShore Employed Specialists

183 Independent Primary Care Physicians (PCP)

424 Independent Specialists

Ancillary Providers:

Independently contracted as needed to supplement the NorthShore Network (including but not limited to ABA therapy, Chiropractic, DME)

NPA intends to engage with the Independent Providers and Ancillary providers to be part of the ACE. In addition, we will look to further supplement our existing provider network for the ACE program by contracting with Federally Qualified Health Centers.

4. **Financial**: As a wholly owned subsidiary of NorthShore, NPA has the financial backing of a successful health system. Many of the administrative resources needed to manage the ACE are already in existence due to our current risk management infrastructure. NPA intends to use the Coordination of Care capitation payment to fund any additional expenses that will be required to expand Care Management (including Case Managers) for the ACE program.
5. **Care Model**: NPA’s mission is to support higher quality cost effective care to achieve better clinical outcomes. NPA care model includes collaboration and communication among providers to ensure higher quality care through quality benchmarks and best practice sharing. NPA care model has a patient-centric focus which leads to improved overall health care costs as a result of reductions in waste, fragmentation and redundancies.

NPA manages patient care via a Primary Care Gatekeeper model. In addition to the valuable role of Primary Care oversight, NPA's extensive Utilization Management program involves requirements for precertification, authorizations, referrals for specific services and inpatient concurrent review. In 2013, NPA implemented a Complex Care Management (CCM) program for those patients who require additional care management/care coordination provided by our CCM nurse. The Complex Care Management program is supported by robust data analytics that enable our ability to identify individuals in need of Case Management.

A formal proposal will address Case Management expansion plans to support the ACE.

6. Health Information Technology: NorthShore has pioneered electronic medical record integration through our EPIC EMR system. This powerful tool allows us to deliver seamless coordinated care to our patients across the whole organization. EPIC allows the hospitals and providers to securely pass clinical information among the provider network. The NPA data analytics team has the capability to aggregate and analyze patient-specific information to coordinate and manage care. NPA's ability to both measure and analyze patient data is critical to the practice of evidence-based medicine.
7. Other Information: NPA is an experienced health care management organization. NPA currently cares for 40,000 commercial HMO lives on a partial risk basis. We have successfully positioned ourselves from both a network and a functional administrative perspective to transition to the management of full-risk contracts such as the ACE program.

Sincerely,



Ben Fisk
Assistant Vice President, Business Services
NorthShore University HealthSystem
847-982-6735

Exhibit 1

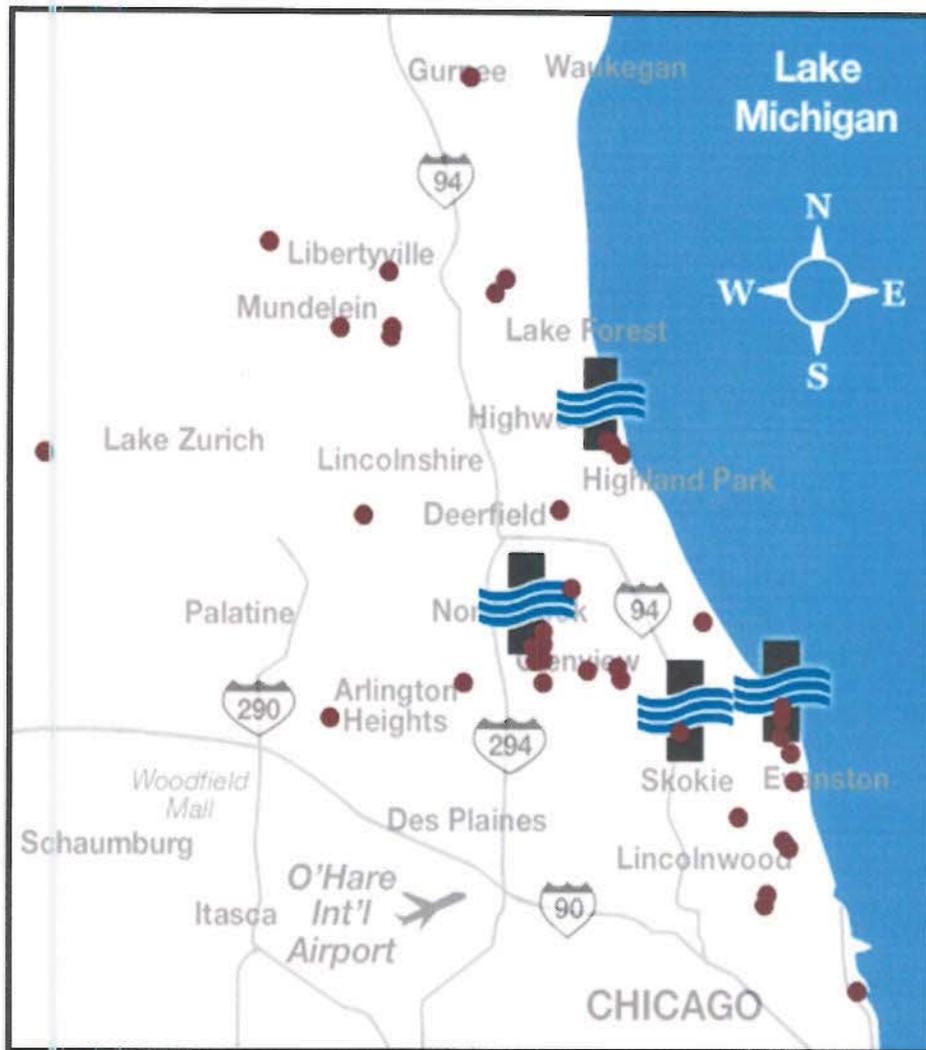


Exhibit 2

Facility Service Area: The Facility Service Area is comprised of the following United States Postal Service ZIP codes:

60004	60005	60015	60016	60022	60025	60026	60029
60030	60031	60035	60037	60040	60043	60044	60045
60047	60048	60053	60056	60060	60061	60062	60064
60065	60069	60070	60073	60076	60077	60082	60085
60087	60089	60090	60091	60093	60201	60202	60203
60208	60625	60626	60631	60640	60641	60645	60646
60659	60660	60712	60714				

Confidential and proprietary information