



2020 Annual Report

Improving Quality. Reducing Costs. Accelerating Value.

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The Florida Alliance for Healthcare Value is an employer-led research and education organization that brings together benefits leaders and healthcare stakeholders to develop and implement innovative improvements in healthcare cost, quality, and safety in Florida.

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Sarah Stack, AICP

Research Associate



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From the CEO

There is no doubt that 2020 was a year like no other because of the COVID-19 pandemic. While we all faced unprecedented challenges, many of the obstacles placed in our way also drove us to explore new opportunities and swiftly implement innovative solutions.

The Florida Alliance for Healthcare Value remained committed to providing our members with personalized guidance, the latest industry data, and practical, effective ways to navigate this new world. We launched our new website full of valuable resources (www.flhealthvalue.org), held frequent member COVID-19 open forums providing updates and support, and led the way in helping our members identify and implement quality tele-behavioral health programs that addressed the growing mental health crisis. Our 2020 efforts are highlighted in the pages that follow.

More than ever before, we know employers must extract as much value from every dollar spent on health care as possible to ensure that their team members receive the highest quality care at an affordable price. This urgency makes our mission especially critical and relevant. Our efforts to educate, empower, and engage employers and healthcare stakeholders in accelerating value must continue.

We have important work to do together in 2021 and beyond, and the Florida Alliance for Healthcare Value team is here for you to lead the way!



Please feel free to reach out to me at any time at karen@flhealthvalue.org or 407-425-9500 with any questions or needs.

Karen

Karen van Caulil, PhD
President and CEO
Florida Alliance for Healthcare Value



What We Believe — Employer/Healthcare Purchaser Rights

Employers and healthcare purchasers have the right to:



Advocate for better value in the health care they purchase for their employees



Use their healthcare data to support new partnerships made in an effort to accelerate value



Achieve transparency of the costs and quality of the care they purchase



Expect that quality is measured in a meaningful way



Be proactive and empowered purchasers of health care, seeking out innovative ways to generate value for their employees and their families



Ensure that plan members have the best patient care imaginable

2020 By the Numbers

140

Members Strong

93

Employer Members

40

Affiliate Members

7

Healthcare Advisory Council Members

183

Attended our virtual Summer Education Series held July 16, 23 and 30, covering value-based insurance design, drug value chain trends and policy changes, the Florida opioid crisis, and an alternative treatment approach for substance use disorder

148

Attended our Annual “Best of the Best” event virtually showcasing innovative, effective, employer-initiated health programs and benefits with a focus on mental health and engagement in a virtual world

18

Employer Member Open Forums to discuss COVID-19 challenges and needs and share solutions

9

Affiliate Member-sponsored Educational Webinars on topics such as obesity, opioid use, tele-behavioral health, biosimilar drug trends, precision medicine, assessing vulnerable employee populations, managing drug spending, and partnering with primary care to decrease low-value care

17

“Top Hospitals” in Florida — more than any other state in the country — according to The Leapfrog Group

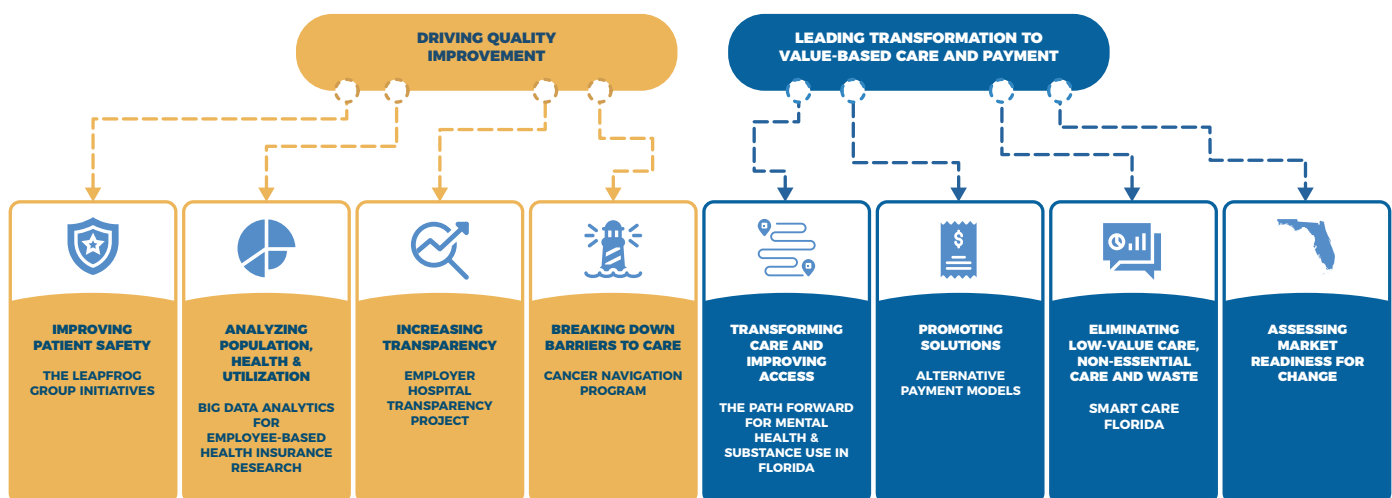


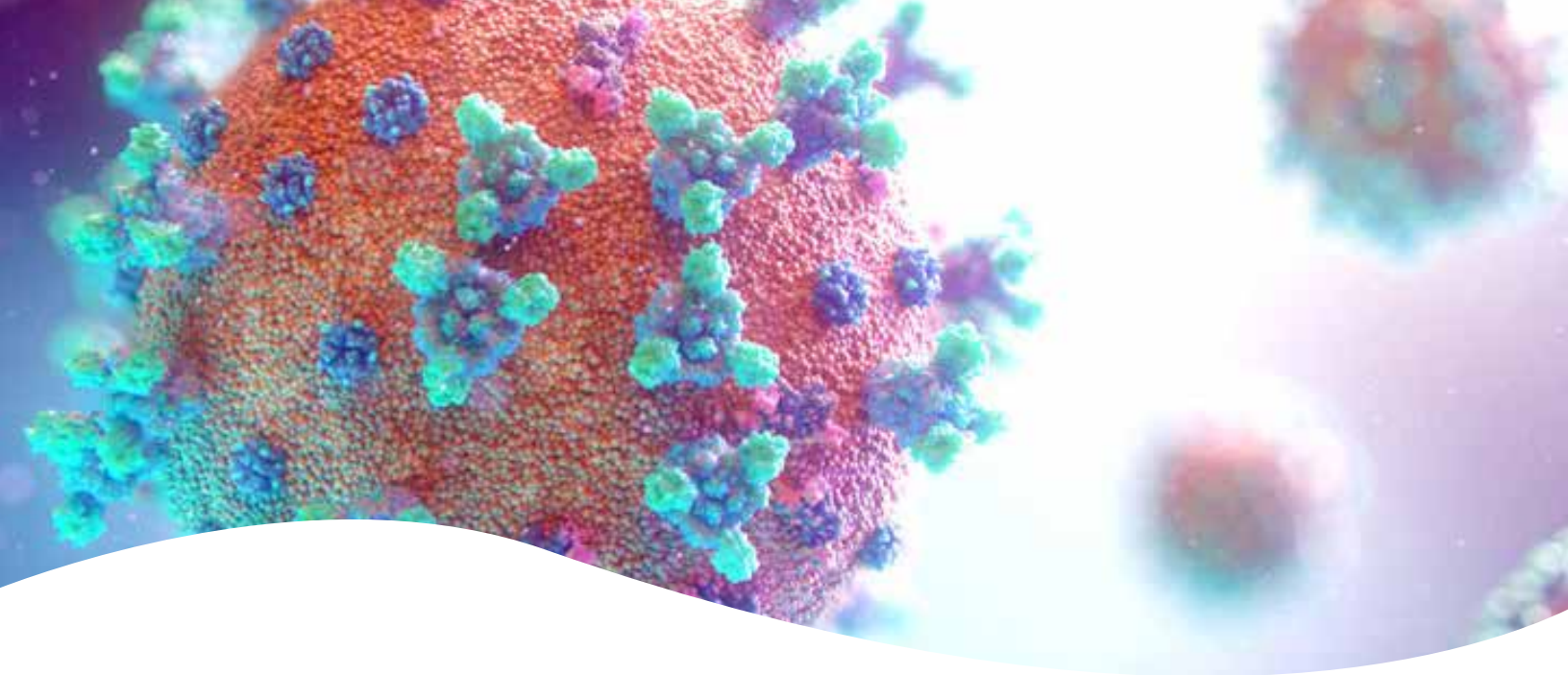
Our Work

The Florida Alliance for Healthcare Value serves a unique role in identifying the most pressing healthcare needs facing Florida's employers and healthcare purchasers, and then collaborating with healthcare stakeholders to drive meaningful change.

In 2020, our work focused on achieving two primary goals:

- Driving Quality Improvement
- Leading Transformation to Value-based Delivery of Care and Payment Reform





Navigating COVID-19

Throughout the COVID-19 pandemic, we have anticipated concerns and provided updates, support, and solutions, serving as a trusted resource of information and insights for our members. This area of focus included the following 2020 initiatives:

- Held **18 Employer Member Open Forums** to discuss COVID-19 challenges and needs and to share the latest information, resources, and solutions.
- Established a **COVID-19 Resource page on our website** where we curated and compiled trusted resources from local, state, and national organizations to assist employers in dealing with the onslaught of challenges they faced all year.

“We value the unwavering dedication of the Florida Alliance for Healthcare Value to improve the lives and health of our Florida citizens and to bring cutting-edge solutions to ever-changing healthcare challenges. Our company’s membership saves us a tremendous amount of time and work while also exposing us to best practices in every area of health care.”

*— Dr. Ray Bowman, CHRO and SVP for
Talent and Team Development*



Ensuring Patient Safety: Leapfrog Group Initiatives



The Leapfrog Group is a national, nonprofit watchdog organization that works to foster positive change in the quality and safety of American health care. The Leapfrog Hospital Survey program collects and transparently reports hospital performance, empowering purchasers to find the highest-value care and giving consumers lifesaving information to make informed decisions. In addition, The Leapfrog Hospital Safety Grade assigns “A,” “B,” “C,” “D” and “F” letter grades to general acute care hospitals in the U.S. based on their ability to protect patients from avoidable errors, injuries, accidents, and infections.

- **Serving as Florida’s regional leader for The Leapfrog Group since 2002, the Florida Alliance for Healthcare Value is the state’s driving force for hospital safety improvement and transparency.**
- In addition to promoting The Leapfrog Hospital Safety Grade program, **we use the collective leverage of our employer and healthcare purchaser members to request that all Florida hospitals fully participate in the Leapfrog Hospital Survey.**
- In 2020, **Florida had 17 “Top Hospitals” — more than any other state in the country.**
- In the fall of 2020, the most recent hospital safety grading cycle, **182 Florida hospitals were graded, and 66 earned an “A,” 55 earned a “B,” 56 earned a “C,” 2 earned a “D,” and 3 earned an “F.”**





Analyzing Population Health and Healthcare Utilization: Big Data Analytics for Employer-Based Health Insurance Research

The Florida Alliance for Healthcare Value managed and utilized an analytics platform with a normative dataset of Florida-based medical and pharmacy claims. Within this platform, we looked at healthcare trends in markets and statewide. This data tool helped to identify areas of concern, informed our decision-making, and supported our project work, benefiting our members in many ways.

- We **examined opioid prescribing rates** for our work with Project Opioid and *The Path Forward for Mental Health & Substance Use*.
- We **studied the rate of C-sections across the state** as part of our work with the Florida Perinatal Quality Collaborative.
- We **determined the prevalence of diabetes prevention programs** covered as an employee benefit at the request of the National Association of Chronic Disease Directors.
- Data from this platform informed our **work on optimizing the coverage and cost of biologics**.
- We wrapped up a successful **four-year project with the University of Central Florida (UCF) and Deerwalk to expose master's level health informatics students to real-world data** and train them on how to use a big data platform. This platform also **provided additional data resources to faculty for their research**.



Increasing Transparency: Hospital Price Transparency Study

The RAND Corporation finds that “U.S. employers spend billions of dollars on healthcare services. However, a lack of information limits the ability of employers to monitor the prices negotiated on their behalf, to implement innovative insurance benefit designs, and to ensure insurers are negotiating favorable prices. If employers have access to the information on prices needed to be better-informed customers, they can do a better job shopping for health care on behalf of their employees.”

The Hospital Price Transparency Study, done in conjunction with the RAND Corporation, is an ongoing business coalition and employer-led initiative to measure and publicly report the prices paid for hospital care at the hospital and service-line levels.

- The purpose is to **enable employers to be better informed consumers when shopping for health plans and provider networks.**
- Insights from this project **allow the Florida Alliance for Healthcare Value staff and employer members to assess whether their negotiated prices are reasonable and how effectively their insurance carriers negotiated with providers.**

“What I value most about our membership in the Florida Alliance for Healthcare Value is that our company is given a voice. With webinars, conferences, networking, legislative and policy input, and quality/cost initiatives, it has an unmatched value proposition. And the larger we become, the larger voice we have and the more we can collectively move the quality/cost needle.”

— Ashley Bacot, Director of Risk Management,
Rosen Hotels & Resorts, Inc.



Breaking Down Barriers to Care: Cancer Navigation Program

The Cancer Navigation Program, a scaled pilot program in **partnership with the Patient Advocate Foundation (PAF)**, pairs employees with a trained PAF Cancer Navigator who helps them understand and utilize their employer benefits, connects them to community resources, and guides the employee and/or family member through their cancer journey.



- The Cancer Navigation Program **piloted with two large employers in the Orlando** area as part of an employer benefits package, and is available to those employees, spouses and/or dependents enrolled in their employer-sponsored health insurance plans.
- In August 2020, early results for those participants responding to evaluation surveys revealed the following:
 - **94% increased their understanding of the details of their benefits plan**
 - **100% received the fullest value from their benefits plan**
 - **100% better understood costs associated with treatment and care**
 - **100% increased their awareness of and access to employer and community resources**



- The Florida Alliance for Healthcare Value received **the 2020 Pharmacy Benefit Management Institute (PBMI) Excellence Award in Care Management Strategies** for our work developing and piloting the Cancer Navigator Program.
- The program will be expanded to include individuals with complex chronic conditions and rare diseases in 2021.



Assessing Market Readiness for Change and Promoting Solutions: Alternative Payment Models

The Florida Alliance for Healthcare Value has been a **national leader in the evolution and development of Alternative Payment Models (APM)**. We are an **active member of Catalyst**



for Payment Reform (CPR), a national, independent nonprofit with a mission to help employers and other healthcare purchasers gain better value for their healthcare dollar.

- The Florida Alliance membership with CPR permits the staff and employer members to participate in their **Health Plan User Groups**. CPR conducts meetings with most of the major national health plans. The plans discuss their efforts to transform care delivery and payment reform and enable us to bring those discussions to Florida.
- In 2020, we worked with CPR on **a study that examined the dynamics of the Tampa-Orlando area's healthcare marketplace to identify which purchasing and payment reform strategies will have the best chance of success** given the market's unique characteristics.
- The study report is scheduled for release in April 2021 and will provide **a data-driven understanding of the market to identify the most promising ways for purchasers to improve healthcare value through APM**. It will include:
 - An in-depth description of the Florida healthcare market landscape
 - **A 360-degree analysis of the three stakeholder groups (employers/purchasers, health plans/health insurance companies, and healthcare systems) that most shape payment reform opportunities**, using insights and perspectives from primary interviews
 - An overview of the varying market types in existence
 - **A specific list of reform opportunities based on market dynamics, public-private partnership opportunities, and legislative conditions**
- Although focused on Tampa and Orlando, the study will have implications for the entire state of Florida and will guide our APM efforts in 2021 and beyond.



Transforming Care and Improving Access



Inadequate mental health and substance use care had already grown into a public health crisis. Then COVID-19 hit, exacerbating the existing challenges, and driving up rates of depression, anxiety, overdoses, and suicides in Florida and across the country even further.

A national transformative initiative called *The Path Forward for Mental Health & Substance Use* led by the National Alliance of Healthcare Purchaser Coalitions, the American Psychiatric Association, the American Psychiatric Association Foundation Center for Workplace Mental Health, the American Health Policy Institute, the HR Policy Association, the Meadows Mental Health Policy Institute, The Bowen Foundation, and The JED Foundation is focused on achieving measurable improvements in five key areas:

- Increasing capacity and improving access to “in-network” behavioral health specialists
- Expanding use of the collaborative care model to integrate behavioral health into primary care
- Implementing measurement-based care in both primary care and behavioral special care to improve quality and outcomes
- Expanding tele-behavioral health
- Ensuring mental health parity compliance

In 2020, the Florida Alliance for Healthcare Value achieved the following:

- We were **selected to be one of only eight Regional Employer-Stakeholder Engagement Teams regions** for *The Path Forward Mental Health & Substance Use* initiative.
- In response to the unprecedented demand for tele-behavioral health due to the pandemic, we **developed the “Employer Guide to High-Value Tele-Behavioral Health”** which was co-branded by The National Alliance of Healthcare Purchaser Coalitions and **shared with other employer health coalitions, healthcare providers, and advocacy groups around the country.**



Eliminating Low-Value Care, Promoting High-Value Care – Smart Care Florida

In 2020, we focused on four major projects focused on eliminating low-value care and promoting high-value care:

1. **The Employer Guide to High-Value Tele-Behavioral Health**
2. **Nonessential Drugs Project – We provided our employer members an opportunity to analyze their drug spend and identify areas for savings**, including:
 - Drugs that cost much more than other available, equally effective options
 - Generic drugs that do not save the plan money
 - New formulations of old medications that often drive up cost
 - Intentional drug marketing scams to generate profit
3. **Biologics Project** – In 2020, with funding from one of our affiliate members, we began a year-long project of national significance to develop a **playbook for employers on how best to address the high cost of biologic specialty drugs while not sacrificing patient access to needed medications**. The project will also develop a specific pharmacy benefit strategy to ensure that the most value is being extracted from every dollar spent on biologic products.
4. **High-Value Oncology** — The increasing cost of cancer care creates challenges for employers, and purchaser-health plan collaboration can increase value. In 2020, we **worked with the National Alliance of Healthcare Purchaser Coalitions to create and deploy a three-module “Across the Cancer Patient Journey” curriculum to help employers ask the right questions and learn the right answers to support the enhancement of their overall healthcare strategy for oncology**. Our participating employers’ input is now **helping to shape a national curriculum being disseminated to other employer health coalitions in 2021**.



Healthcare Industry Involvement and Representation

As part of our efforts to drive meaningful change in healthcare quality and value, Florida Alliance for Healthcare Value leadership actively represent the employer voice at a local, state and national level with a number of leading groups and organizations. We have noted where our staff and Board members hold leadership positions:

Agency for Health Care Administration (AHCA), Florida

- Karen van Caulil, Vice Chair, State Consumer Health Information Advisory Council — appointed by AHCA Secretary
- Ashley Tait-Dinger, Maternity Bundled Payment Collaborative

Alliance for Addiction Payment Reform

American College of Cardiology (ACC)

- Ashley Tait-Dinger, Planning Committee for the 2nd ACC Value-Based Care in Cardiology Forum

Catalyst for Payment Reform (CPR)

- Karen van Caulil, CPR-Peterson Advisory Committee

Centers for Medicare & Medicaid Services

- Ashley Tait-Dinger, Hospital Harms Technical Expert Panel

Coalition Against Surprise Medical Billing

Community Oncology Alliance

- Karen van Caulil, National Cancer Treatment Alliance Biomarker Testing Advisory Board

Florida Department of Health

- Karen van Caulil, Chronic Disease Prevention Priority Area Workgroup

Florida Perinatal Quality Collaborative

- Karen van Caulil, Steering Committee member



Get the Medications Right (GTMRx) Institute

- Karen van Caulil, Employer Toolkit Task Force member

Integrated Benefits Institute

International Foundation of Employee Benefit Plans

The Leapfrog Group

- Ashley Tait-Dinger, Regional Leader
- Ashley Tait-Dinger, National Panel of Employer Benefit Innovators

National Alliance of Healthcare Purchaser Coalitions

- Karen van Caulil, Board of Governors
- Rosa Novo, National Purchaser Leadership Council
- Karen van Caulil, Mark Weinstein, and Jack Mahoney, MD, Patient Centered Outcomes Research Institute (PCORI) Advisory Council
- Ashley Tait-Dinger, Delivery and Payment Reform Strategy Group
- Karen van Caulil, Co-Chair, Total Person Health Strategy Group
- Health Policy Strategy Group
- Karen van Caulil and Rosa Novo, COVID-10 Advisory Council and COVID-19 Vaccine Special Advisory Council
- Regional Employer-Stakeholder Engagement Team Leader — The Path Forward for Mental Health and Substance Use

National Comprehensive Cancer Network

- Karen van Caulil, Employer Advisory Group

National Quality Forum

Orange County Public Schools Benefits Trust

- Karen van Caulil, Trustee

Orange County Public Schools Mental Health Commission

- Karen van Caulil, Member

Project Opioid

- Karen van Caulil, Leadership Team

Space Coast Health Foundation

- Karen van Caulil, Health Advisory Council

University of Michigan Center for Value-Based Insurance Design

- Karen van Caulil and Mark Weinstein, Low-Value Care Task Force

Our Members

Employer and Healthcare Purchaser Members

American National Bank	Intracoastal Bank
Anchor Commercial Bank	Jabil, Inc.
Axiom Bank, N.A.	Jacksonville Country Day School
BAC Florida Bank	Legacy Bank of Florida
Bank Florida	Madison County Community Bank
Bank of Belle Glade	Mainstreet Community Bank of Florida
Bank of Central Florida	Marine Bank & Trust
Barry University	MarineMax, Inc.
Barwick Bank (Florida LCB, Inc.)	Miami Dade College
Beach Community Bank	Miami-Dade County Public Schools
Beacon College	NextEra Energy, Inc.
The Bolles School	Nova Southeastern University
Brannen Bank	One Florida Bank
Brevard County Board of County Commissioners	OneUnited Bank
Canterbury School	Optimum Bank
Central Bank	Orange County Board of County Commissioners
Central Florida Area Health Education Center (AHEC)	Orange County Public Schools
Central FL Regional Transportation Authority (LYNX)	Pacific National Bank
Citizens Bank & Trust	Palm Beach Atlantic University
City of Miami	Peoples Bank of Graceville
City of Orlando	Peoples National Bank
Commerce National Bank & Trust	Pilot Bank
Community State Bank of Starke	The Poynter Institute
Corbett Preparatory School of IDS	Plus International Bank
Cypress Trust	Rollins College
Desjardins Bank	Rosen Hotels and Resorts
Edison National Bank	Saint Edward's School
Edward Waters College	Saint Leo University
Everglades Area Health Education Center (AHEC)	Saint Paul's School
First Bank of Clewiston	Saint Stephen's Episcopal School
First Citrus Bank	San Jose Episcopal School
First National Bank of Mount Dora	SelectSource – Florida Bankers Health Consortium
First National Bank of Northwest Florida	Siemens Energy
First Bank of Wauchula	Southern National Bank
Flagship Community Bank	Sunrise Bank
Florida Bankers Association	Sunstate Bank
Florida Business Bank	Tampa Preparatory School
Florida Institute of Technology	The Mosaic Company
Florida Retail Federation	The Sanibel Captiva Trust
Good Shepherd Episcopal School	The School District of Palm Beach County
Grace Episcopal Day School	The Walt Disney Company
Heartland National Bank	United Southern Bank
Hillsboro Bank	Unity School
Independent Colleges and Universities Benefits Association (ICUBA)	Universal Orlando
Interamerican Bank	The University of Tampa
Intercredit Bank	Valencia College
	Warner University
	Westminster Christian School

Our Members

Healthcare Advisory Council Members

AdventHealth
Aetna
Cigna
Florida Blue

Memorial Healthcare System
Nemours Children's Hospital
Orlando Health

Affiliate Members

Alliance for Addiction Payment Reform
Amgen
Castlight Health
Cedar Gate Technologies
Centivo Corp.
Community Health Centers, Inc.
DayTwo, Inc.
eHome Consulting Group
Evive Health, LLC
Exact Sciences
Gallagher Benefit Services
Genentech
Global One Ventures, LLC
Grace Medical Home, Inc.
Greenwich Biosciences
Health Compass Consulting, LLC
Health Plans, Inc.
Heron Therapeutics
Hinge Health
International Foundation of Employee Benefits
Plans (IFEBCP)

Johnson & Johnson Healthcare Systems
Med-Vision, LLC
Merck
Moffitt Cancer Center
Novo Nordisk
OptumHealth
OptumRx
Pacira Pharmaceuticals
Pfizer
ProAct, Inc.
RobinsonBush Consulting
Rx Sense
Sanofi US Inc.
Signify Health
Sullivan
The Bailey Group
Tiatros, Inc.
Walmart Specialty Pharmacy
Welldoc, Inc.
Winter Park Health Foundation

“Orange County Public Schools has been a member of the Florida Alliance for Healthcare Value since its inception more than 35 years ago. They provide us a wealth of resources. We are able to network with other employers facing the same challenges, tap into their collective knowledge base, identify new ideas, and more quickly build solutions to improve care and reduce costs.”

— Beth Curran, Senior Director, Risk Management,
Orange County Public Schools

“The Florida Alliance for Healthcare Value has been extremely influential on patient safety, and thanks to their leadership, we have seen significant gains in the quality and safety of care throughout Florida.”

*— Leah Binder, MA, MGA, President & CEO,
The Leapfrog Group*

Join Us in Transforming Health Care

www.flhealthvalue.org

