



41st Annual Meeting of the Board of Directors

March 4, 2025

Today's Agenda



2:00PM – 2:05PM

Call to Order, Welcome, and Overview - Rosa Novo, *Board Chair*, and Karen van Caulil, Ph.D., *President and CEO*

2:05PM – 2:50PM

Keynote Presentation – Jessica Brooks-Woods, MPM, PHR, *CEO*, National Association of Benefits and Insurance Professionals

2:50PM – 3:00PM

Introduction of the Florida Alliance 2025-2026 Board of Directors and Officers

3:00PM – 3:25PM

Presentation of the 2024 Annual Report and 2025 Plan of Work – Karen van Caulil, Ph.D.

3:25PM – 3:30PM

Wrap Up and Closing Comments – Rosa Novo

Call to Order and Welcome



Rosa Novo

Administrative Benefits Director
Miami-Dade County Public Schools
Board Chair, Florida Alliance

Florida Alliance Staff



- **Karen van Caulil, PhD, *President and CEO***
- **Jack Mahoney, MD, MPH, *Medical Director***
- **Ashley Tait-Dinger, MBA, *Vice President***
- **Lisa Hain, MBA, *Administrative Coordinator***
- **Hannah McChesney, MBA, *Program and Project Coordinator***

Health Equity Reimagined: Navigating the Current Landscape with Policy, Progress, and AI



Jessica Brooks-Woods

CEO

National Association of Benefits
and Insurance Professionals

**The slides for speaker Jessica Brooks-Woods
can be viewed in the recording.**

Board of Directors 2025 – 2026



Kenneth Aldridge
Rosen Hotels &
Resorts



Beth Curran
Orange County Public
Schools



Jair Espinoza
City of Miami



**Sara Holtzman
DeMarino**
LYNX



Dawn Hunt
MarineMax



Stephanie Koch
Hendry Marine
Industries, Inc.



Susan McBroom
Patriot Rail



Rosa Novo
Miami-Dade County
Public Schools



Karen van Caulil
Florida Alliance for
Healthcare Value



Mark Weinstein
ICUBA

Executive Committee 2025-2026



Rosa Novo
Miami-Dade County
Public Schools
Board Chair



Stephanie Koch
Hendry Marine
Industries, Inc.
Vice Chair



Kenneth Aldridge
Rosen Hotels & Resorts
Treasurer/Secretary



Karen van Caulil
Florida Alliance for
Healthcare Value
Ex Officio



Beth Curran
Orange County
Public Schools
*At-Large Director,
Compliance Officer*



Susan McBroom
Patriot Rail
At-Large Director

Thank you!



Kimberly Ramos
The Mosaic Company

Thank you for your 6 years of service on
the Florida Alliance Board!

Thank you!



Yvette M. Best, Ed.D.
Orange County Government

Thank you for your 2 years of service on
the Florida Alliance Board!

2024 Annual Report



2024
Annual Report



Progress

40 Years of Impact: Pioneering Progress in Health Care – Addressing Challenges, Shaping the Future

info@flhealthvalue.org www.flhealthvalue.org 407-425-9500

The cover image features a central figure of a hand pointing towards the word "Progress" which is set within a hexagonal frame. Surrounding this central element are several other hexagonal frames containing icons: a handshake, a globe, a target, a group of people, and gears. The background is a blurred image of a person in a suit, overlaid with a grid of binary code (0s and 1s).

2024 – By the Numbers



150

Members Strong

87 Employer Members 55 Affiliate Members
8 Healthcare Advisory Council Members

43

Weekly Bulletins published as an Employer Member benefit

40

Years bringing together benefit leaders and healthcare stakeholders to develop and implement innovative improvements in healthcare cost, quality, transparency, and safety in Florida

30

Presentations given at national and regional conferences and events made by Florida Alliance staff

18

Leapfrog Group **“Top Hospitals”** in Florida

15

Letters of Support for state and federal health policy issues that impact healthcare cost, quality, transparency, and safety

14

Employer Member Only meetings, webinars, and workshops

13

Leapfrog Group **“Top Ambulatory Surgery Centers (ASCs)”** in Florida

7

Successful In-Person Events including our 40th Anniversary Annual Conference on May 6th

EMPLOYER MEMBERS



Please note that not all of our valued members grant permission for us to include their logos.

Employer Member Awards and Recognitions



Florida Alliance Employer Member, Rosen Hotels & Resorts was awarded the “Employer/Purchaser Excellence” Award at the 2024 National Alliance of Healthcare Purchaser Coalitions Annual Forum. Rosen Hotels & Resorts has demonstrated leadership and innovation in advancing overall health and healthcare value through their approach to benefit programs and design, employee engagement, and their support of the Florida Alliance efforts.



In September, **Florida Alliance Board Member and Director of Health Services at Rosen Hotels & Resorts Kenneth Aldridge** accepted the Rosie Award for a high Plan Grader™ score and excellent use of their Health Rosetta Dividend.



Stephanie Koch, Director of Human Resources at Hendry Marine Industries, and Florida Alliance Board Vice Chair was a recipient of the Employee Benefit News 2024 Excellence in Benefits award honoring those who excel in the areas of HR leadership, technology, innovation, and benefits brokerage and advising.

Healthcare Advisory Council Members



Please note that not all of our valued members grant permission for us to include their logos.

Affiliate Members

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Gallagher

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**International Foundation
OF EMPLOYEE BENEFIT PLANS**

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novavax



novo nordisk

sanofi



Slate Rx



GRAIL



CENTIVO.



ProCare Rx



**EXACT
SCIENCES**



truveris



National, State, and Regional Involvement



COALITION AGAINST SURPRISE MEDICAL BILLING



2024 Event Sponsors



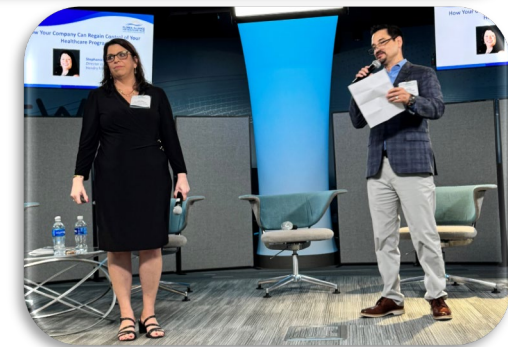
2024 "Best of the Best"



January 2024



December 2024



2024 Annual Meeting



“The Florida Alliance is the most active coalition in National Alliance membership by participation in funded projects...”

- Shawn Gremminger



Shawn Gremminger, MPP
President & CEO
National Alliance of Healthcare
Purchaser Coalitions



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



“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

2024 Annual Conference



“At the invitation of Karen van Caulil, PhD (President and CEO), I had the privilege of delivering the keynote address at the Florida Alliance for Healthcare Value Annual Conference. The Florida Alliance certainly lived up to its impressive title: "40 Years of Impact: Pioneering Progress in Healthcare, Addressing Challenges, Shaping the Future“ – David Nash, MD, MBA, FACP in MedPage Today



Rosen Shingle Creek



2024 Most Engaged Employer Award



Accepted by **Stephanie Koch**
on behalf of
Hendry Marine Industries, Inc.



Dr. Jack Mahoney Healthcare Hero Award



(1952-2023)

Presented in memory of
Linda Sutherland
Former Executive Director
Healthy Start Coalition of
Orange County

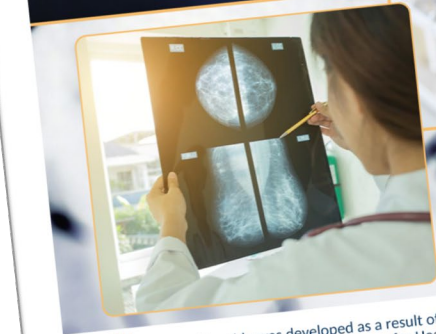
Employer Learning Collaboratives and Workshops

- Oncology
- Mental Health and Wellbeing
- Diabetes/Obesity
- High Cost Claims
- Fair Price



Oncology ELC

Employer Guide and Insights for Oncology Management



This guide was developed as a result of a collaboration between the Florida Alliance for Healthcare Value and the Midwest Business Group on Health



Employer Guide and Insights for Oncology Management



About This Guide

This guide is based on the activity of an Employer Oncology Learning Collaborative led by the Florida Alliance for Healthcare Value and the Midwest Business Group on Health. During this collaborative, the coalition's Employer Members shared the approaches they are taking to optimize cancer prevention, screening, diagnosis, and treatment, as well as how they are supporting care navigation, paying for care, and helping affected employees return to work. A goal of participating employers was to find ways to drive value in oncology for their organizations and plan members.

Cancer is the top driver of costs for employers

- Cancer is employer's biggest treatment cost.
- Cancer expenditures are predicted to spike an additional 30% in the next three years.
- Many factors impact cancer care cost escalation including increasing prevalence, inadequate preventive care, screenings below optimal levels, and breakthroughs in costly specialty drugs and treatments.



The Voice of the Employer

Within a website with findings and actions stemming from this collaborative are suggestions from employer participants about programs and strategies they are using at their workplaces. The project advisors and contributors include:

- Kenneth Aldridge, Director of Health Services, Rosen Hotels and Resorts
- Lea Ann Blafora, CEO/Founder of Professional Cancer Care Experience Advisors, Beacon Advocates
- Ray L. Bowman, PhD, Senior Vice President, Talent, and Team Development, MarineMax
- Dan Dentzer, Manager, Health and Welfare Strategy, United Airlines
- Jane Lutz, Senior Employer Account Executive, Genentech on behalf of Cody Adams, Benefits Manager
- Susan McBroom, Director of Human Resources, Patriot Rail Company
- Carole Mendoza, VP of Benefits, Voya Financial
- Rosa Novo, Administrative Benefits Director, Miami-Dade County Public Schools
- Sheri Samuels-Fuerst, VP, Total Rewards, Sargento Foods

Employer Polls

See what employers are doing with oncology benefits, shown in frequent poll results.

Employer Commitment to Cancer Screening

(Poll of Oncology Learning Collaborative Participants)



Thank you to our project sponsors:



Employer Guide and Insights for Oncology Management



Content Sections

1. CANCER PREVENTION



Cancer prevention can reduce the incidence and severity of the disease, benefiting patients and their families and employers.

Two important areas of cancer prevention are lifestyle choices and vaccines, including tobacco cessation, weight control, and obesity management. Another example is timely use of the human papillomavirus (HPV) vaccine, which can prevent several forms of cancer.

2. CANCER SCREENING



Underlying the support for screening and early identification of cancer is the fact that survival rates increase with early detection.

There is financial motivation, too. Late-stage cancer treatment typically costs significantly more than early-stage cancer treatment, and late-stage treatment takes a larger human toll in stress and side effects.

3. CANCER DIAGNOSIS



Some longstanding cancer diagnosis procedures are still used and often are required prior to approval of newer strategies. There are not a lot of barriers to getting these standard tests.

However, new and leading-edge diagnostics are rapidly entering the field. These include biomarker testing, artificial intelligence, and second opinion programs.

4. CANCER TREATMENT



Employers are exploring advances in treatment, clinical trials, and coverage of experimental care. Options include stem cell transplants, immunotherapy, and targeted cell and gene therapies. Some employers are allowing experimental care under certain conditions through an appeal process.

5. NAVIGATING CARE AND MANAGEMENT



Navigating cancer care and care options have become complex and often overwhelm the patient, family, and caregivers. To alleviate the stresses on cancer patients, many employers offer care managers or care coordinators. Employers offer other support, including mental health, caregiver support, and palliative care.

6. SURVIVORSHIP AND RETURN TO WORK



People with cancer are living longer, with survivorship care including recovering from cancer and promoting health. Returning to work is a step toward getting life back to normal. Employers can facilitate the process with many new viewing cancer as a chronic disease to manage.

7. PAYING FOR CARE



Employers are exploring Centers of Excellence, direct contracting, site-of-care strategies, and use of workable health centers as ways to reduce the cost of cancer care and ensure high-value care. Careful consideration should be given to new programs in the market called alternative funding programs.

Hear Directly From Employers

"We charge smokers a surcharge. If the smoker participates in a cessation program, they do not pay the surcharge. A recent audit found our employees are being honest and we are reducing use with current rates about 4%."
—CAROLE MENDOZA, VP of Benefits, Voya Financial



Click here to access the website.

The goal is to design benefit plans and programs that provide the right care, for the right person, at the right place, at the right time, for the right price.

Sponsored by



Supporting Women's Health in the Workplace

Helping Women with Breast Cancer Choose Between Surgical Treatment Options

1

Understand Impact



Understanding how – and how many – employees are affected by breast cancer enables senior leadership and benefits and HR professionals to lead with vision, compassion and responsiveness.

A thorough claims assessment helps uncover the number of employees affected by breast cancer and whether they are getting recommended care.

Women with breast cancer and their loved ones benefit greatly from workplace support. This includes things like ensuring ready access to resources, guidance, and personalized navigation services from health plans and other benefit providers. Quick response plans for supervisors and managers should also be in place to assist the employee and coworkers throughout the cancer journey.

2

Involve Employees



The American Cancer Society estimates there will be over [300,000](#) new cases of breast cancer diagnosed in US women in 2024 alone.

From prevention, to diagnosis, to treatment, to survivorship, easy-to-read, pictorial employee communications and education are vital for all employees.

It's also important to help coworkers understand how to support a colleague with breast cancer. The most important thing is to follow their lead, as outlined in this [Harvard Business Review](#) article. The quick response plan identified in step one supports rapid and thoughtful approaches.

3

Design Benefits with Breast Cancer in Mind



Key things employers/purchasers can consider when designing benefits with breast cancer in mind:

- ▶ Screening coverage for all women (benefit- and non-benefit-eligible).
- ▶ Flexible work arrangements to help employees balance treatment with work duties.
- ▶ Health and wellness programs that address prevention and early detection.
- ▶ Reduced out-of-pocket expenses for follow-up care.
- ▶ Health plan requirement to send mammogram reminders to employees and providers.
- ▶ Care navigators available to guide women on their cancer journey.

4

Consider Cultural Differences



Health-seeking behavior and breast cancer risk varies among racial and ethnic groups, making it important to tailor communications and education to meet unique needs.

[Triple-negative breast cancer](#) accounts for about 10%–15% of all breast cancers. These cancers tend to be more common in women younger than age 40, who are Black, or who have a BRCA1 mutation.

Further, White, Asian, and Pacific Islander women are [more likely to be diagnosed](#) with localized breast cancer than Black, Hispanic, American Indian, and Alaska Native women.

RESOURCES

- [Helping Women with Breast Cancer Choose Between Surgical Treatment Options \(Full PCORI study\)](#)
- [Helping Women with Breast Cancer Choose Between Surgical Options \(National Alliance Video\)](#)
- [Cancer in Working Age Adults: Employer Actions \(NEBGH flipbook\)](#)
- [Employer Guide and Insights for Oncology Management \(Florida Alliance for Healthcare Value\)](#)
- [Your Cancer Roadmap: Navigating Life with Resilience \(Book authored by Kim Thiboldeaux\)](#)



Navigating Breast Cancer Treatment Options Video



The National Alliance created an [educational video](#) about breast cancer, its human and financial impact, and recommendations for supporting employees in the workplace, featuring the evidence-based study and coalition thought leaders.

Danielle Schubbe, PhD
Research Project Manager, The Dartmouth Institute for Health Policy and Clinical Practice



"The picture-enhanced conversation aid was particularly effective with patients who had lower socioeconomic status and lower health literacy."

Kim Thiboldeaux
CEO, Northeast Business Group on Health (NEBGH)



"During what can be an overwhelming and chaotic time, patients need tools to participate fully in their healthcare."

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



"Employers should implement shared decision-making principles in designing health benefits and wellness programs to improve the value and impact of healthcare services they and their employees are purchasing."

9/5/24

Mental Health and Wellbeing Workshop and ELC

MENTAL HEALTH INITIATIVE GUIDEBOOK

Employer Mental Health Strategies AN ESSENTIAL INVESTMENT



ACTION REQUIRED: Mental Health Parity Compliance for Employers/Healthcare Purchasers

Information and tools to ensure compliance, reduced costs, and a healthier workforce



Employers/healthcare purchasers have a fiduciary responsibility to participants in their employee benefits plans to require their vendor partners to comply with the [Mental Health Parity and Addiction Equity Act](#) (MHPAEA), which requires that Mental Health/Substance Use Disorder (MH/SUD) benefits are not more restrictive than Medical/Surgical (M/S) benefits.

Key Areas of Focus for Employers/Healthcare Purchasers

1

Employers/Healthcare Purchasers Need to Take Action NOW




- Employer/healthcare purchaser fiduciary responsibility
- Department of Labor (DOL)/Centers for Medicare and Medicaid Services (CMS) is escalating enforcement
- DOL/CMS report that most employers/healthcare purchasers are noncompliant in the area of Non-Quantitative Treatment Limits (NQTLs)
- Do you know how to comply?



[LEARN MORE](#)

2

Mental Health Parity Requirements

- Three main areas:
 -  Financial Requirements (FRs) – e.g., copayments, deductibles...
 -  Quantitative Treatment Limits (QTLs) – e.g., # days or visits...
 -  NQTLs - e.g., prior authorization, network adequacy, reimbursement rates, exclusions...

***NQTLs are the most complex to analyze and compare.** The Employer/Healthcare Purchaser Toolkit contains tools for documenting comparative analyses for the most common NQTLs.*



[LEARN MORE](#)

3

Employer/Healthcare Purchaser Action Checklist

- Require your TPAs/service providers to complete the [NQTL Multi-Step Comparative Analysis Tools](#) (and embedded MDRF templates) specific to your plan information.
- Document communications with TPAs/service providers when requiring them to perform comparative analyses.
- Talk to your broker, consultant, and/or legal counsel about their ability to review the responses you receive from TPAs/service providers.
- Require TPAs/service providers to correct insufficient responses, [noncompliant](#) areas, and disparities in outcomes data.
- Require TPAs/service providers to update and have available these comparative analyses annually, especially if new or different NQTLs or programs are implemented (e.g., value-based purchasing, narrow networks...)



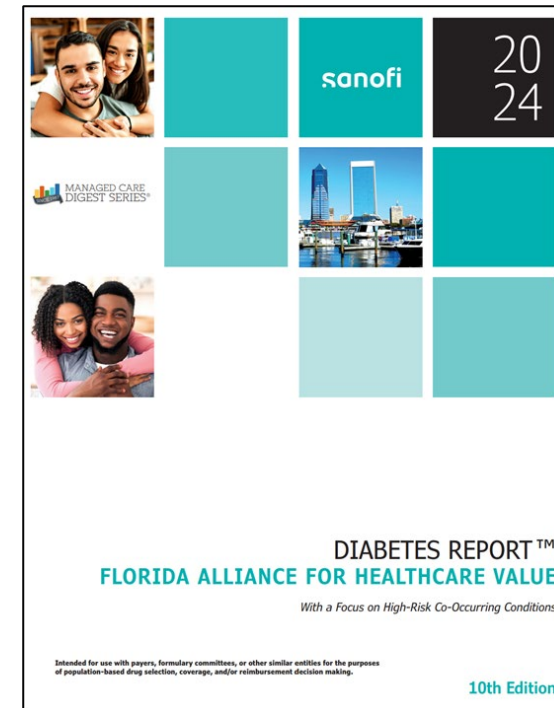
[LEARN MORE](#)

ACKNOWLEDGEMENT: This Employer/Purchaser Resource is sponsored by the [National Alliance of Healthcare Purchaser Coalitions](#) and the [Florida Alliance for Healthcare Value](#). Funding for development of the Toolkit was provided to the [Community Coalitions Health Institute](#), which is a 501(c)(3) nonprofit organization, an affiliate of the National Alliance, by the [Mental Health Treatment and Research Institute LLC](#), a tax-exempt subsidiary of The Bowman Family Foundation.

Diabetes/Obesity ELC



- Coverage of Anti-Obesity Medications
- Addressing Obesity through Holistic Design for Affordability and Sustainability
- Florida Diabetes Trend Report



High Cost Claims Workshop



High-Cost Claims WORKSHOP PLAYBOOK



The bottom section of the cover features a row of logos for partner organizations: Florida Alliance for Healthcare Value, Greater Cincinnati Business Group on Health, HBCI (Hospital Business Coalition on Health), Nevada Business Group ON HEALTH, and NCBCH (NC Business Coalition on Health).

Fair Price – RAND 5.0



SAGE
TRANSPARENCY 2.0

PURCHASE DATA



Hospital

Hospital System

Hospital by State

Clinical Categories

State Compare

ASC



Controls

Select State(s) ILLINOIS, INDI...

Select Price Metric Total Facility P...



Highest Total Facility Plus Physician Price as a Percent of Medicare in the U.S.

RAND 2022

GEORGIA with 345%



FLORIDA with 345%

WEST VIRGINIA with 330%

Price Variability Study



Price Variability in Florida

2022 Medical & Pharmaceutical Claims Data

Diving below the surface of claims

Focus on analyzing prices for services, procedures and drugs by:

- Highest plan spend
- Highest volume

Perform analysis of claims errors and improper/potentially fraudulent provider billing

SMARTLIGHT ANALYTICS

The graphic consists of a map of Florida on the left, overlaid with a dark blue bar at the top and several horizontal bars of varying shades of gray below. The text is placed within these bars. The top bar contains the text "Diving below the surface of claims" and a magnifying glass icon over a heart rate line. The second bar contains the text "Focus on analyzing prices for services, procedures and drugs by:" followed by two bullet points: "Highest plan spend" and "Highest volume". The third bar contains the text "Perform analysis of claims errors and improper/potentially fraudulent provider billing" and a magnifying glass icon over a medical folder. The bottom bar contains the SMARTLIGHT ANALYTICS logo and name.

Value-Based Purchasing of Healthcare Course



A Partnership of:



Sponsored by:



Patient Safety and Quality - Leapfrog



In the fall of 2024, the most recent hospital safety grading cycle, **191 Florida hospitals were graded, and 70 earned an "A," 49 earned a "B," 63 earned a "C," 6 earned a "D," and 3 earned an "F."**

In 2024, Florida had 18 "Top Hospitals" - honored for patient safety and quality.

In 2024, The Leapfrog Group announced their highly competitive **Top Ambulatory Surgery Centers (ASCs)** designation. **Thirty-one ASCs in the nation were honored for this award with 13 located in Florida.**



Federal Health Policy and Advocacy



Site-Neutral Payments
Enhanced Price Transparency
PBM Oversight and Reform
340B Reform



State Health Policy and Advocacy



FOR PAYMENT REFORM



State of Healthcare: Policy Considerations to Constrain Commercial Prices
Florida

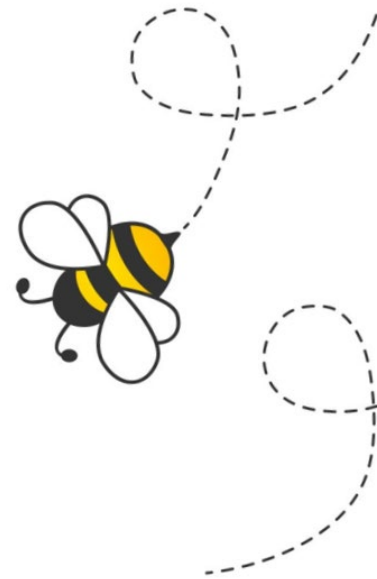


**FLORIDIANS FOR
ACCOUNTABILITY
IN HEALTH CARE**

2025 Plan of Work



- Healthcare Advisory Council Member “Deep Dive” Meetings
- Leapfrog Regional Leader Activities/Employer Action Reports
- Technical Expert Panels/National Alliance Engagement
- Direct Contracting Education
- Hospital and Drug Fair Price
- Value-Based Purchasing of Health Care Course
- Mental Health Parity Compliance - dissemination
- Employer Guide and Insights for Oncology Management – dissemination and updating
- Employer Learning Collaboratives – Women’s Health, Mental Health, and High-Cost Claimants
- State and Federal Health Policy Activities
- Annual Conference
- “Best of the Best”



Florida Alliance's 2025 Annual Conference



“Making Health Care Work”



We look forward to seeing you at this in-person event at the **Rosen Centre Hotel!**



Register now using this QR code

For more information, visit our website at:
www.flhealthvalue.org/events

Annual Conference Sessions

Register now for our Annual Conference using this QR code



- Food as Medicine
- The “Pink” Tax: Inequities and Financial Burdens in Women’s Health
- The Future of Employer-Sponsored Health Insurance: Is There One?
- Engaging in Health Policy and Advocacy to Drive Value in Health Care
- Beyond Blind Trust: A Fiduciary Framework for Managing Employer Healthcare Programs
- Future Health: AI’s Role in Population Health Management



Closing Comments



Rosa Novo

Administrative Benefits Director
Miami-Dade County Public Schools
Board Chair, Florida Alliance