

Trenton Health Team ACO
Gainsharing Plan

June 30, 2016



6/30/16

Section 1: Organization Information

Organization Name: Trenton Health Team ACO, Inc.

Address: 218 North Broad Street, Trenton, NJ 08608

Contact Name: Gregory Paulson, Executive Director

Contact Telephone Number: 609-256-4555

Contact email: gpaulson@trentonhealthteam.org

Section 2: Basic Requirements

A. Organizational goals and objectives:

The Trenton Health Team is a community health improvement collaborative serving Trenton, NJ. The collaborative is an innovative partnership among St. Francis Medical Center, Capital Health, Henry J. Austin Health Center, and the Department of Health and Human Services of the City of Trenton. The vision of the Trenton Health Team is to make Trenton the healthiest city in the state. Our mission is to transform healthcare for the city by forming a committed partnership with the community to expand access to high quality, coordinated, cost-effective healthcare.

The Trenton Health Team was formed in response to the healthcare crisis in Trenton, with the intent to reform healthcare by establishing a holistic model. THT is working to make this holistic model a reality through five strategic initiatives:

- *Expansion of access to primary care*
- *Community-wide clinical care coordination*
- *Engagement of residents*
- *Operation of the Trenton Health Information Exchange (HIE)*
- *Serving as a Medicaid Accountable Care Organization*

Trenton Health Team formed Trenton Health Team – ACO (THT-ACO) for the specific purpose of participating in the NJ Medicaid ACO Demonstration Project. To meet the Triple Aim of improved health outcomes, a better patient experience, and lower system costs, the THT-ACO is focusing on improving access through three principal areas of work: care coordination, community partnerships, and the use of integrated, real-time data systems. Using a data-driven approach, THT-ACO is expanding THT's efforts, working intensely with many community groups, assessing health care needs and helping residents learn how to care for – and advocate for – themselves. Focusing on the Medicaid population within the target zip codes of the THT-ACO (08608, 08609, 08611, 08618, 08629, and 08638), data from health care assessments plus custom reports from the Trenton HIE are used to pinpoint gaps and barriers to service, and identify ways to improve delivery of preventive and remedial services – all of which advance the Triple Aim.

B. Quality measures:

THT ACO will continue to implement a quality measurement program including the mandatory measures outlined in the NJ Medicaid ACO Demonstration Project Quality Metrics document as approved and posted by the Division of Medical Assistance and Health Services website at: [http://www.nj.gov/humanservices/dmahs/info/NJ Medicaid ACO Demonstration Project Quality Metrics 4-18-16.pdf](http://www.nj.gov/humanservices/dmahs/info/NJ_Medicaid_ACO_Demonstration_Project_Quality_Metrics_4-18-16.pdf)

In addition, THT ACO has preliminarily identified the following voluntary measures:

- *Prevention/Effectiveness of Care (select 1)*
 - *Well Child visits first 15 months*
- *Chronic Conditions (select 5)*
 - *Cardiovascular Disease*
 - *Controlling High Blood Pressure*
 - *Diabetes*
 - *HbA1c testing*
 - *HbA1c Control <8*
 - *Respiratory*
 - *Use of Appropriate Medications for People with Asthma*
 - *Resource/Utilization*
 - *Adult Asthma Admission Rate*

The THT ACO Executive Director and Medical Director will work with Rutgers Center for State Health Policy on the evaluation of these measurements including the benchmarks and reporting methodology.

C. Collaboration:

Community partnerships are central to the structure of THT and the THT-ACO and are essential to how we do our work. Through all of our efforts and initiatives – care coordination, community partnerships, and data management – we are connecting people to the care they need. Working within a range of community partnerships, we serve as convener, catalyst, and collaborator to improve both the system of healthcare services and outcomes for those who are served. We are working to bring programs to the community as well as making sure that people know about and are able to access services through our healthcare system and provider agencies. We link public and private healthcare providers in an ongoing effort to improve the health of our community. We are using data to identify needs – for individuals and for community-wide initiatives. Our emphasis is on prevention and primary care, both of which can lead to better outcomes and lower costs.

Building on the core collaboration of Trenton’s two hospitals, its only Federally Qualified Health Center, and the City Department of Health, we have reached beyond the healthcare system to engage with behavioral, social service, educational, and faith-based organizations to build knowledge and opportunities for all in our geography to lead healthier, more productive lives. Central to this outreach is the THT Community Advisory Board (CAB), which also plays a vital role in the THT-ACO. The CAB, which has grown from an original group of 29 agencies to well over 50, representing behavioral, social service, educational, and faith-based organizations, spearheaded a unified community health needs assessment (CHNA) process and the development of a Community Health Improvement Plan, the priorities of which align directly with areas of emphasis for the THT-ACO. The priorities identified in the CHNA were: Health Literacy, Safety & Crime, Obesity & Healthy Lifestyles, Substance Abuse & Behavioral Health, and Chronic Disease. Through grants to THT, programs are specifically targeting issues related to these priorities,

including health literacy; obesity prevention and chronic disease self-management; cultural competency; adverse childhood experiences and the impact of trauma; plus availability of basic health screenings, followed by referrals and navigation support. A new grant from Trinity Health, one of the largest multi-institutional Catholic health care delivery systems (which includes our partner St. Francis Medical Center), will support additional population health efforts focused on policy, systems, and environmental factors that affect the health and well-being of our community. Called the Transforming Communities Initiative, the grant will facilitate evidence-based strategies aimed at reducing rates of smoking and youth obesity, improving access to nutrition and physical activity opportunities, reducing health disparities, and enhancing community wellness and resiliency.

Grants from the New Jersey Department of Health support classes on nutrition and active living, offered at faith-based institutions, and classes on chronic disease and diabetes self-management provided in low-income housing and homeless centers. In both programs, peer leaders are trained to continue instruction beyond the grant, building knowledge and capacity across the community. Through a contribution from Janssen Pharmaceuticals, free health screenings are offered by THT-ACO partners each week from June – October at the Greenwood Ave. Farmers Market and at health fairs throughout the community. A partnership has also been established with the Trenton Public Schools, through a grant from Novo Nordisk, to bring in-school and afterschool programming to second and third grade students and their families, working to build better lifestyle habits pertaining to food and physical activity, aiming to promote the maintenance of a healthy weight and delay/avoid the onset of type 2 diabetes.

Through a grant from the Robert Wood Johnson Foundation, THT worked with the National Council for Behavioral Health to establish a Learning Community of 18 partner agencies from the greater Trenton area that convened to build awareness and adopt policies and procedures pertaining to trauma-informed care within each of their organizations. Through the Learning Community, a need was identified for Mental Health First Aid training, which is also being offered in two-day sessions to staff at a range of organizations across the city. Training on trauma-informed care will also be offered to Trenton Public Schools staff in August as part of back-to-school professional development.

D. Care Coordination:

The Community-wide Clinical Care Coordination Team (C4T) and THT's Care Management Team (CMT) are working to ensure that high-need individuals with complex comorbidities are connected to the services they need, reducing their unavoidable use of emergency rooms. By linking people to primary care and making sure that follow-up measures are taken, the CMT also aim to reduce the need for inpatient stays and avoidable hospital readmissions – both of which bring down healthcare costs. Most importantly, patients gain the ability to better manage their own health and have a better experience within the healthcare system.

The C4T, led by THT-ACO Medical Director, Dr. Robert Remstein, provides the structure under which THT-ACO brings together provider groups to focus on specific areas of poor quality and/or high cost and develops collaborative solutions to those issues. The C4T is composed of physicians, case managers, nurses, and social workers from the THT partners, as well as representatives of community behavioral health and social service agencies. C4T takes a holistic approach in looking at recurring users of emergency rooms and, with providers on the same page, patients benefit. Team members focus on patients who are frequently readmitted for congestive heart failure, mental health disorders, and diabetes. They know that empathy, time, and compassion sometimes are needed as much as X-rays and prescriptions are. By making

frequent outreach visits to these vulnerable residents, the team can assess and then help with residents' social issues in addition to keeping tabs on chronic illnesses. They are better able to see what is needed to keep these patients well. Helping a person navigate through the system, visiting their home, and making sure appointments are made is how we are connecting people to the care they need.

The THT-ACO will continue to utilize the C4T structure, linking it with the Quality Committee to focus on cross-cutting issues that present some of the greatest challenges to our healthcare system that impact the Medicaid ACO, as described in a recent report from the Rutgers Center for State Health Policy.¹ The C4T will connect the work of the Quality Committee to individual providers and provider groups and will be responsible for driving changes in clinical protocols and practices to meet the objectives set by the Quality Committee.

The CMT includes a nurse case manager, a social worker, and two community health workers. CMT clients are identified through partner referrals and through a data dashboard within the Trenton HIE. The CMT connects with prospective clients where they are, meeting them in the hospital, emergency room, nursing home, or within the community.

Most high utilizers have one or more chronic conditions, and require care that an emergency room is not designed to provide. Chronic conditions require consistent monitoring and an ongoing relationship with the patient to manage the illness and reduce the likelihood of complications. When patients visit multiple emergency rooms and receive treatment from different clinicians, they receive fragmented and sometimes repetitive or contradictory treatment that is aimed at temporarily solving the problem rather than managing conditions over the long term. Chronic conditions also have strong ties to the patient's lifestyle. Trenton's highest utilizers of the emergency room often need help managing the areas of their lives that impact their chronic conditions. If a patient does not have enough food to eat, for example, he or she cannot use diet to manage their heart disease or diabetes. If a patient cannot afford medications, the disease goes unmanaged. If they are having trouble with housing, they cannot establish healthy routines. Transportation to the pharmacy and medical appointments is another challenge for many high utilizers. Unmanaged chronic conditions lead to true medical emergencies, a costly alternative compared to prevention and ongoing management.

The CMT's program for high utilizers provides information and support in linking clients to social and psychological services as well as primary healthcare, helping its patients access the full range of services they need as part of their healthcare. This includes customized care for the elderly, those with disabilities, and those with behavioral health issues. Using Motivational Interviewing and other strategies to build trust, the CMT begins with the client's own goals and, over time, moves to a greater sense of engagement and empowerment around improved health and quality of life, with the ultimate goal of self-management by the clients being served. If necessary, a CMT member will accompany a patient to appointments, take them to the pharmacy to get medications, and help to facilitate access and improvements related to food, clothing, shelter and finances. This approach to care management addresses the whole patient and acknowledges the reach of chronic conditions beyond the exam room. CMT members use the HIE to record actions and activities, and daily reports from the system allow close monitoring and follow-up on a case-by-case basis.

E. Medication Utilization:

¹ <http://www.cshp.rutgers.edu/Downloads/10890.pdf>

THT-ACO understands the critical role that effective utilization of appropriate medications has on overall health improvement and effectiveness of care. The Trenton HIE aggregates multiple sources of prescription information including medication lists from primary care, emergency department visits, inpatient admissions, specialist consultations, inpatient discharge instructions, and follow-up care. Trenton HIE also receives and processes lists of all prescription claims received by Medicaid to provide data about prescriptions actually filled. These data sources assist clinical users in obtaining a complete picture of medications prescribed to the patient to allow for more effective medication reconciliation. With targeted populations, THT-ACO will also implement comprehensive medication management services that have shown effective results such as the model recommended by the Patient Centered Primary Care Collaborative which included the following steps: 1) Assessment of the patient's medication-related needs 2) Identification of the patient's medication-related problems 3) Develop a Care Plan with individualized therapy goals and personalized interventions 4) Follow-up evaluation to determine actual patient outcomes.

F. Risk:

THT-ACO will follow the risk model described in the "Recommended Approach for Calculating Savings in the NJ Medicaid ACO Demonstration Project" as published by Derek DeLia, Ph.D. and Joel C. Cantor, Sc.D. from the Center for State Health Policy and based on the Chronic Disability and Illness Payment System (CDPS) economic risk framework from the Agency of Healthcare Research and Quality.

G. Public Comment:

This plan will be distributed for public comment via posting on the Trenton Health Team public website at www.trentonhealthteam.org and via the THT Community Advisory Board email distribution list, which currently contains more than 100 recipients representing individuals and organizations throughout the Trenton community.

The gainsharing plan will continue to be formally presented and discussed at public community meetings, including the June 20, 2016 meeting of the THT Community Advisory Board, held at Thomas Edison State University, Trenton, NJ.

Section 3: Quality

A. Quality assessment:

As specified in Section 2B of this plan, THT ACO will continue to implement a quality measurement program including the mandatory measures outlined in the NJ Medicaid ACO Demonstration Project Quality Metrics document as approved and posted by the Division of Medical Assistance and Health Services website and will continue work with Rutgers Center for State Health Policy on the evaluation of these measurements including the benchmarks and reporting methodology.

Section 4: Patient Experience

A. Patient Experience:

THT-ACO intends to leverage the Patient Experience assessment designed by the Camden Coalition of Healthcare Providers. The Camden ACO has developed three mechanisms to capture information about the patient experience, and to act upon findings to improve quality of care:

- 1) An annual patient satisfaction survey*
- 2) An online citywide feedback system in English and Spanish*
- 3) A citywide phone line that feeds to a voicemail box checked daily*

As this is a Year 2 reporting requirement, THT ACO will work with Camden and the Healthy Greater Newark ACO to create a system to track patient experience during the second year of the demonstration project.

B. Patient complaints:

THT-ACO has developed multiple mechanisms to capture patient complaints:

- 1. Via phone at 609-256-4555, where patients can leave a voice message in a system that is checked daily*
- 2. Via email to feedback@trentonhealthteam.org*
- 3. Via automated form on the THT website at <http://www.trentonhealthteam.org/what-we-do/nj-medicaid-aco-demonstration-project/>*

All complaints will be reviewed by the ACO Executive Director and forwarded to the Quality Committee for review and appropriate action.

Section 5: Savings

A. Benchmark Period: (Define the benchmark period to be used)

THT ACO will work with the Center for State Health Policy to define the Benchmark period. Based on our initial assessment we expect the Benchmark period to include two years of claims data from 2014 and 2013.

B. Savings: How will you measure savings?

THT-ACO will follow the savings model recommended in the "Recommended Approach for Calculating Savings in the NJ Medicaid ACO Demonstration Project" as published by Derek DeLia, Ph.D. and Joel C. Cantor, Sc.D. from the Center for State Health Policy and based on the Chronic Disability and Illness Payment System (CDPS) economic risk framework from the Agency of Healthcare Research and Quality. Total costs for a base year are compared against expected costs based on past experience. If there is a reduction, the ACO receives a portion of the savings for reallocation and reinvestment in the health of the community.

C. Savings:

THT-ACO will reinvest its portion of shared savings in supporting the infrastructure of the ACO and in other activities that further the objectives of the ACO Demonstration Project, including payments for improved quality and patient outcomes, interdisciplinary collaboration for complex patients, expanded access for high-risk patients, health education and literacy, community prevention activities, and expansion of medical and behavioral healthcare workforces and services.

D. Distribution:

THT-ACO will structure a distribution methodology defining the percentage of savings to be reinvested in the ACO infrastructure, to be invested in community-based programs and activities, and to be shared with THT-ACO providers that are eligible to receive of the net shared savings.

The following providers participate in the ACO and may be eligible to receive payments:

*Allegiance Health Group
Capital Health
Catholic Charities
Family Guidance Center
Henry J. Austin Health Center
Lotus Medical Care
Millhill Child & Family Development Corporation
Oaks Integrated Care
Reliance Medical Group
Rescue Mission of Trenton
Robert Wood Johnson University Hospital - Hamilton
St. Francis Medical Center
Visiting Nurses Association*

E. Impact:

Some Medicaid ACO activities are expected to reduce avoidable hospital inpatient admissions, which could reduce hospital revenues. The anticipated savings are expected to offset any reduced hospital revenue.

Section 6: Annual Reporting

A. Annual reporting:

THT ACO will submit an annual report outlining successes and lessons learned as well as any projected savings with a detailed distribution of savings to the ACO partners as well as any MCO partners. A list of expenditures made during the year will be included and any plans for additional organizational investment. As quality measures are gathered overtime, performance measures and trends will be included at the practice level and for the ACO as a whole. In year two, patient experience information will be included.

Section 7: Attachments

A. Letters of Support

EXHIBIT 5: Letters of Support
(including governing documents for consumer organizations)



capitahealth

Capital Health
Regional Medical Center
750 Brunswick Avenue
Trenton, New Jersey 08638
609 394 6000

Capital Health
Medical Center - Hopewell
One Capital Way
Pennington, New Jersey 08534
609 303 4000

Capital Health - Hamilton
1445 Whitehorse-Mercerville Road
Hamilton, New Jersey 08619
609 588 5050

capitalhealth.org

June 18, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of Capital Health, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Capital Health is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

Capital Health is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,

Robert J. Remstein, DO, MBA
Vice President for Accountable Care

Capital Health

| First Name | Last Name | Title | Practice Address | City | Zip Code |
|-------------|---------------------|-------|----------------------|---------|----------|
| Asia | Abdul-Haqq | CNM | 1450 Parkside Avenue | Trenton | 08638 |
| Naheed | Abedin | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Hina | Ahmad | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Farhat | Ahmedi | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Parvin | Alizadeh | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Nkechinyere | Amadi | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Randi | Axelrod | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Kimberly | Baldwin | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Felipe | Banzon | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Shalini | Barlapudi | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Renee | Behme | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Viola | Berkeyheiser | CNM | 433 Bellevue Avenue | Trenton | 08618 |
| Adity | Bhattacharyya | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Muhammad | Bokhari | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Bruce | Brodkin | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Ronald | Burbella | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Marietta | Cahill | CNM | 433 Bellevue Avenue | Trenton | 08618 |
| Tania | Calzada | MD | 1977 North Olden Ave | Trenton | 08618 |
| Margaret | Catanese | CNM | 433 Bellevue Avenue | Trenton | 08618 |
| Ellen | Clancey | NP | 433 Bellevue Avenue | Trenton | 08618 |
| Maria | Crespo de cromar | CNM | 433 Bellevue Avenue | Trenton | 08618 |
| Boguslawa | Dudkowska | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Jennifer | Erskine | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Iraj | Forouzan Gandashmin | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Michael | Friedman | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Judith | Funches | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Daniel | Goldsmith | MD | 750 Brunswick Ave | Trenton | 08638 |
| Lisa | Granderson | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Lalitha | Gumidyala | MD | 832 Brunswick Avenue | Trenton | 08638 |
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| Ruppert | Hawes | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Rosario | Hohl-Stillwell | MD | 1423 Pennington Road | Trenton | 08618 |
| Youlia | Itzeva | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Zach | Kassutto | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Lynda | Kita | CNM | 433 Bellevue Avenue | Trenton | 08618 |
| Laurel | Kruse | MD | 750 Brunswick Ave. | Trenton | 08618 |
| John | Lacorazza | DO | 750 Brunswick Ave. | Trenton | 08638 |

| | | | | | |
|-----------|---------------|-----|----------------------|---------|-------|
| Martha | Lansing | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Hamid | Mahmud | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Delaram | Moazami | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Stephen | Moffitt | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Harry | Mondestin | MD | 40 Fuld St. | Trenton | 08638 |
| Christine | Newman | DO | 750 Brunswick Avenue | Trenton | 08638 |
| Monica | Nieto | NP | 433 Bellevue Avenue | Trenton | 08618 |
| Clinton | Ogolo | MD | 1457 Nottingham Way | Trenton | 08609 |
| Olasinbo | Olukoya | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Ayesha | Ould Hammou | MD | 832 Brunswick Avenue | Trenton | 08638 |
| Uma | Panganamamula | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Ann | Perry | NP | 416 Bellevue Ave | Trenton | 08618 |
| Hossam | Radwan | MD | 750 Brunswick Avenue | Trenton | 08638 |
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| Debra | Rocuzzo | NP | 433 Bellevue Avenue | Trenton | 08618 |
| Jeanne | Ruttle | CNM | 750 Brunswick Avenue | Trenton | 08638 |
| Anna | Salapong | APN | 750 Brunswick Ave. | Trenton | 08638 |
| Rajeev | Shah | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Anjali | Sharma-Moghe | DO | 750 Brunswick Avenue | Trenton | 08638 |
| Robert | Silverbrook | DO | 750 Brunswick Ave. | Trenton | 08638 |
| Daniel | Small | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Andrea | Smith | MD | 433 Bellevue Avenue | Trenton | 08618 |
| William | Stanell | MD | 433 Bellevue Avenue | Trenton | 08618 |
| Patrice | Trauffer | MD | 750 Brunswick Avenue | Trenton | 08638 |
| Sivan | Veksler | CNM | 433 Bellevue Avenue | Trenton | 08618 |
| Ekaterina | Vypritskaya | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Craig | Weingrow | MD | 433 Bellevue Ave | Trenton | 08618 |
| Marissa | Weiss-Baker | DO | 750 Brunswick Avenue | Trenton | 08638 |
| Judith | Williamson | MD | 750 Brunswick Ave. | Trenton | 08638 |
| Barbara | Winter | CNM | 433 Bellevue Avenue | Trenton | 08618 |

June 30, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: LETTER OR SUPPORT FOR THE TRENTON HEALTH TEAM MEDICAID ACCOUNTABLE CARE ORGANIZATION (THT-ACO)

Dear Director Harr:

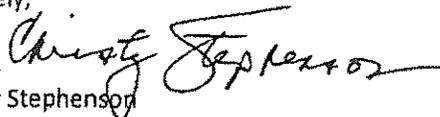
On behalf of St. Francis Medical Center, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). St. Francis Medical Center is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

St. Francis Medical Center is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

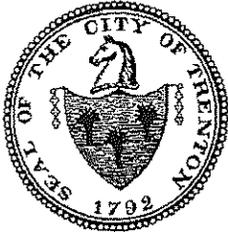
Sincerely,



Christy Stephenson
Interim President and Chief Executive Officer

St Francis Medical Center

| First Name | Last Name | Title | Practice Address | City | Zip Code |
|------------|--------------|-------|--------------------|---------|----------|
| Susan | Broeze | APN | 601 Hamilton Ave | Trenton | 08629 |
| Donald | Christmas | MD | 601 Hamilton Ave | Trenton | 08629 |
| Robert | Colella | DO | 601 Hamilton Ave | Trenton | 08629 |
| Lynda | Collins | NP | 601 Hamilton Ave | Trenton | 08629 |
| Herbert | Conaway | MD | 601 Hamilton Ave | Trenton | 08629 |
| Rosemary | Frascella | MD | 601 Hamilton Ave | Trenton | 08629 |
| Isaac | Halegoua | MD | 601 Hamilton Ave | Trenton | 08629 |
| Frances | Herman | APRN | 601 Hamilton Ave | Trenton | 08629 |
| Luzeneida | Lewis | APN | 601 Hamilton Ave | Trenton | 08629 |
| Salman | Muddassir | MD | 601 Hamilton Ave | Trenton | 08629 |
| Gopi | Mukkivilli | MD | 601 Hamilton Ave | Trenton | 08629 |
| Gerald | Novik | MD | 601 Hamilton Ave | Trenton | 08629 |
| Margaret | Nucero | NP | 601 Hamilton Ave | Trenton | 08629 |
| Denise | Nucifora | NP | 601 Hamilton Ave | Trenton | 08629 |
| Julie | Pantelick | DO | 601 Hamilton Ave | Trenton | 08629 |
| Samir | Patel | MD | 601 Hamilton Ave | Trenton | 08629 |
| Luz | Ramos-Bonner | MD | 601 Hamilton Ave | Trenton | 08629 |
| Kristy | Reed | APN | 601 Hamilton Ave | Trenton | 08629 |
| Nrupa | Shah | MD | 601 Hamilton Ave | Trenton | 08629 |
| Suzanne | Shenk | DO | 601 Hamilton Ave | Trenton | 08629 |
| J. | Smith | MD | 601 Hamilton Ave | Trenton | 08629 |
| Jenny | Song | APRN | 1001 Pennington Rd | Ewing | 08618 |
| Sara | Wallach | MD | 601 Hamilton Ave | Trenton | 08629 |



CITY OF TRENTON, NEW JERSEY

George P. Muschal, Acting Mayor

Department of Health and Human Services
319 East State Street, 1st floor
Trenton, New Jersey 08608

James A. Brownlee, MPH
Director/Health Officer

June 18, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of the City of Trenton, Department of Health and Human Services, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). The City Department of Health and Human Services is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

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- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

The City of Trenton Department of Health and Human Services is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,



Allegiance Health Group



Member

40 Fuld Street, Suite 305
Trenton, NJ 08638
Phone: (609)-365-1599
Fax: (609)-394-6328

E-Mail: allegiancehealthgroup@gmail.com

July 3rd 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of the Allegiance Health Group we are pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Allegiance Health Group is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment of the following practices within the proposed zip codes to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

Allegiance Health Group is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,

Marc S. Whitman, MD
Secretary, Allegiance Health Group

THT ACO LLC Participants from Allegiance Health Group

| | | | |
|---------------------|--------------------------------------|--|--|
| Alan Levitt | Internal Medicine and Pulmonary | Pulmonary and Internal Medical Associates | 40 Fuld Street, Suite 201 Trenton, NJ 08638 |
| Ronald Warren | Internal Medicine and Pulmonary | Pulmonary and Internal Medical Associates | 40 Fuld Street, Suite 201 Trenton, NJ 08638 |
| Vedat Obuz | Internal Medicine And Pediatrics | Lotus Clinic, PC | 40 Fuld Street, Suite 307 Trenton, NJ 08638 |
| Shodhan Patel | Internal Medicine | Akshar Medical Group | 1450 Parkside Ave, Suite 5 Trenton, NJ 08638 |
| Caizada | Internal Medicine | Capital Care Associates, PA | 40 Fuld Street, Suite 302 Trenton, NJ 08638 |
| Edwing Medina | Internal Medicine | Capital Care Associates, PA | 40 Fuld Street, Suite 302 Trenton, NJ 08638 |
| Shafaq Bokhari | Internal Medicine | Capital Care Associates, PA | 40 Fuld Street, Suite 302 Trenton, NJ 08638 |
| Iradj Sharim | Internal Medicine | Iradj Sharim MD PA | 40 Fuld Street, Suite 402 Trenton, NJ 08638 |
| Khurram Zubair | Internal Medicine | Iradj Sharim MD PA | 40 Fuld Street, Suite 402 Trenton, NJ 08638 |
| Nilesh Rana | Internal Medicine | Mercer Internists | 40 Fuld Street, Suite 302 Trenton, NJ 08638 |
| Shabir Roowala | Internal Medicine | Mercer Internists | 40 Fuld Street, Suite 302 Trenton, NJ 08638 |
| Anasse Souidi | Internal Medicine | Mercer Internists/ (Capital Care Associates) | 40 Fuld Street, Suite 302 Trenton, NJ 08638 |
| Arkadiy Shraytman | Internal Medicine | Lotus Clinic, PC | 40 Fuld Street, Suite 307 Trenton, NJ 08638 |
| Alan Levitt | Internal Medicine and Pulmonary | Pulmonary and Internal Medical Associates | 40 Fuld Street, Suite 201 Trenton, NJ 08638 |
| Ronald Warren | Internal Medicine and Pulmonary | Pulmonary and Internal Medical Associates | 40 Fuld Street, Suite 201 Trenton, NJ 08638 |
| Rajashree | | | |
| Anandkrishnan | Infectious Disease | Pennington Infectious Disease Associates, PC | 40 Fuld Street, Suite 305 Trenton, NJ 08638 |
| Marc Whitman | Infectious Disease | Pennington Infectious Disease Associates, PC | 40 Fuld Street, Suite 305 Trenton, NJ 08638 |
| Abdul Mughal | Hematology & Oncology | Mercer County Hematology and Oncology, PC | 40 Fuld Street, Suite 404 Trenton, NJ 08638 |
| Emily Chen | Hematology & Oncology | Mercer County Hematology and Oncology, PC | 40 Fuld Street, Suite 404 Trenton, NJ 08638 |
| Bipinpreet Nagra | Cardiology | Capital Cardiology Associates | 40 Fuld Street, Suite 400 Trenton, NJ 08638 |
| Kishnan Kalra | Cardiology | Capital Cardiology Associates | 40 Fuld Street, Suite 400 Trenton, NJ 08638 |
| Muhammad Mustafa | Cardiology | Capital Cardiology Associates | 40 Fuld Street, Suite 400 Trenton, NJ 08638 |
| Prabodhkumar Damani | Cardiology | Capital Cardiology Associates | 40 Fuld Street, Suite 400 Trenton, NJ 08638 |
| Rajendra P. Gupta | Gastroenterology | Hopewell Valley Medical Group, PA | 1871 Pennington Road, Trenton, NJ 08618 |
| Manish Gugnani | Pulmonary, Critical Care & Sleep Med | Mercer Bucks Pulmonary | 416 Bellvue Ave, Suite 405 Trenton, NJ 08618 |
| Mudassar Raza | Pulmonary, Critical Care & Sleep Med | Mercer Bucks Pulmonary | 416 Bellvue Ave, Suite 405 Trenton, NJ 08618 |
| Stephen Tiekou | Pulmonary, Critical Care & Sleep Med | Mercer Bucks Pulmonary | 416 Bellvue Ave, Suite 405 Trenton, NJ 08618 |



An Internal Medicine, Family Practice, Pediatrics, Advanced Integrative
Nutrition and Medical Bariatric Practice

Tender Loving Respectful and Innovative Healthcare

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter or Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of Reliance Medical Group, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Lotus Medical Care strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside

Vedat OBUZ, MD
Medical Director
drobuz@gmail.com

515 S Broad Street Trenton NJ 08611
40 Fuld Street Suite 307 Trenton NJ 08638
2695 Rt 130 S Suite 4 Cinnaminson NJ 08077
333 City Line Ave 2 Bala Plaza suite IL-50 Bala Cynwyd PA 19001
P. 609.937-2297F. 610.819-0222

P. 609.392-6950 F. 609.392-6739
P.609.278 9700 F. 609.278-9744
P. 856 829.5466 F. 856.829-8922



An Internal Medicine, Family Practice, Pediatrics, Advanced Integrative
Nutrition and Medical Bariatric Practice

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providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

LOTUS Medical Care is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,

Vedat OBUZ, MD

Vedat OBUZ, MD

Internal Medicine and Pediatrics

Vedat OBUZ, MD
Medical Director
drobuz@gmail.com

515 S Broad Street Trenton NJ 08611
40 Fuld Street Suite 307 Trenton NJ 08638
2695 Rt 130 S Suite 4 Cinnaminson NJ 08077
333 City Line Ave 2 Bala Plaza suite IL-50 Bala Cynwyd PA 19001
P. 609.937-2297 F. 610.819-0222

P. 609.392-6950 F. 609.392-6739
P.609.278 9700 F. 609.278-9744
P. 856 829.5466 F. 856.829-8922

Planned Parenthood Association
of the Mercer Area

July 3, 2014

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Trenton, NJ 08625-0712

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Christine R. Thomas

RE: Letter of Support for Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of Planned Parenthood Association of the Mercer Area, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Planned Parenthood Mercer is a long-standing partner in THT's work and supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and will use reasonable efforts to do the following, subject to such limitations as we have as a Planned Parenthood affiliate:

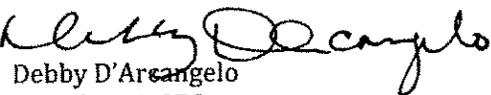
- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

Debby D'Arcangelo
President & CEO

Planned Parenthood Association of the Mercer Area and I, personally as a Trenton resident, are proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in our wonderful city of Trenton, New Jersey.

Sincerely,


Debby D'Arcangelo
President & CEO

Trenton

437 East State Street • Trenton, NJ 08608
Unit 1 • p: 609.599.4881 • f: 609.599.3738
Unit 2 • p: 609.599.4881 • f: 609.599.1237

Hamilton Square

Golden Crest Corporate Center
2279 Route 33, Suite 510 • Hamilton Square, NJ 08690
p: 609.599.4881 • f: 609.587.0802

The College of New Jersey

Eickhoff Hall
Room 140
p: 609.771.2110 • f: 609.637.5131

Planned Parenthood Association of the Mercer Area, Inc.

TIN 21-0723248, NPI 1881780948, Medicaid #0011509, Medicare PTAN 071145

| Name of Professional | Degree | Provider Specialty | State License # | Medicaid ID # application submitted | NPI number | CAQH Number |
|----------------------|--------|-------------------------|-----------------|--|------------|-------------|
| Amico, Jennifer | MD | Family Medicine | 25MA09159900 | application submitted | 1750652608 | 12461651 |
| Boehm, Abigail | CNM | Certified Nurse Midwife | 25ME00027701 | 0305626 | 1861749921 | 12471264 |
| Dolan, Denise | APN-C | Advance Practice Nurse | 26NN09395400 | 0399175 | 1669533147 | 12550964 |
| Durain, Dawn | CNM | Certified Nurse Midwife | 25ME00011101 | 6090605 | 1639209505 | 11832805 |
| Fimbel, Grace | CNM | Certified Nurse Midwife | 25ME00038501 | 8823308 | 1679540397 | 11236044 |
| Marmar, Joel | MD | Urology | 25MA02460900 | 3430103 | 1356423008 | 10460996 |
| Pickle, Sarah | MD | Family Medicine | 25MA09105400 | 0300977 | 1043453194 | 1245096 |
| Rubin, Tracey | APN-C | Advance Practice Nurse | 26NJ00150100 | 0157015 | 1265600696 | 11832699 |
| Waldman, Jeanne | CNM | Certified Nurse Midwife | 25ME00009001 | 5171202 | 1427100056 | 11832682 |
| Wu, Justine | MD | Family Medicine | 25MA07613000 | 0127353 | 1790897379 | 11198287 |

OB/GYN resource provided separately

as of July 1, 2014



GREATER TRENTON BEHAVIORAL HEALTHCARE

P.O. Box 1393 • TRENTON, NEW JERSEY 08607

PHONE: 609.396.6788 • FAX: 609.989.1245 • www.gtbhc.org

ADMINISTRATIVE OFFICES: 1001 SPRUCE STREET, SUITE 205 • TRENTON, NEW JERSEY 08638

JOHN MONAHAN
PRESIDENT & CEO

JAMES G. FEARON
CHAIRPERSON

June 26, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of Greater Trenton Behavioral HealthCare, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Greater Trenton Behavioral HealthCare is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to help the ACO meet its reporting requirements, including quality measures and patient experience findings, pursuant to data-sharing agreement with THT-ACO;
- Share patient medical information with participating THT-ACO members, pursuant to THT-ACO data-sharing agreement, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination;
- Abide by the THT-ACO's antitrust compliance policy, as set out in THT-ACO partner agreement;
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, GTBHC shall retain responsibility for providing appropriate treatment and deciding appropriate referrals; documenting the basis for such decisions, and not restricting treatment and/or referrals to providers participating in the THT-ACO, if GTBHC determines that referral for treatment to outside providers is necessary; and, notwithstanding any Demonstration Project objectives, we shall organize service delivery to optimize access to care so that costs may be reduced, and shall work to improve health outcomes and quality, while reducing unnecessary and inefficient spending.

Greater Trenton Behavioral HealthCare is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,

John Monahan, LCSW
President & CEO



Marlene Laó-Collins
Executive Director



www.catholiccharitiestrenton.org

June 26, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of Catholic Charities, Diocese of Trenton, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Catholic Charities is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

Catholic Charities, Diocese of Trenton, is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,



Harry J Postel, MSW, LSW
Associate Executive Director of Operations

renewing *lives*, restoring *hope*



CHILD & FAMILY DEVELOPMENT CORPORATION

July 1, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of Millhill Child and Family Development, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Millhill Child and Family Development is a partner in THT's work in the community and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

Millhill Child and Family Development is pleased to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,

Cynthia H. Oberkofler
Executive Director



Family Guidance Center
family & children's services

Deborah Osgood
President

June 19, 2014

Marcia Alig
Vice President

Jeffery Robbins, EdD, LCSW, LCADC
Executive Director

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

Administration
1931 Nottingham Way
Hamilton, NJ 08619
Ph: 609-586-0668
Fax: 609-586-4759

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Consumer Credit
Counseling Service
1931 Nottingham Way
Hamilton, NJ 08619
609-586-2574

Dear Director Harr:

Children's Day School
1925 Pennington Rd.
Ewing, NJ 08618
609-882-2288

On behalf of Family Guidance Center, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). Family Guidance Center is a partner in THT's work in the Trenton community and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- * Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings.
- * Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination.
- * Abide by the THT-ACO's antitrust compliance policy.
- * Cooperate with and participate in the annual evaluation.

Children's Day Treatment
1925 Pennington Rd.
Ewing, NJ 08618
609-882-1898

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

Hamilton Center
2300 Hamilton Ave.
Hamilton, NJ 08619
609-587-7044

Princeton Center
120 John St., Suite 6
Princeton, NJ 08542
609-924-2098

Family Guidance Center is pleased to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Trenton Center
946 Edgewood Ave.
Trenton, NJ 08618
609-393-1626

www.fgccorp.org

Sincerely,

Jeffery J. Robbins, EdD, LCSW, LCADC
Executive Director





RESCUE MISSION OF TRENTON

98 CARROLL STREET, P.O. BOX 790, TRENTON NJ 08605-0790
WWW.RESCUEMISSIONOFTRENTON.ORG • 609-695-1436 • FAX: 609-695-5199

June 26, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, New Jersey 08625-0712

RE: Letter or Support for the Trenton Health Team Medicaid Accountable Care
Organization (THT-ACO)

Dear Director Harr:

On behalf of the Rescue Mission of Trenton, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). The Rescue Mission is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, the Rescue Mission affirms its commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commits to do the following:

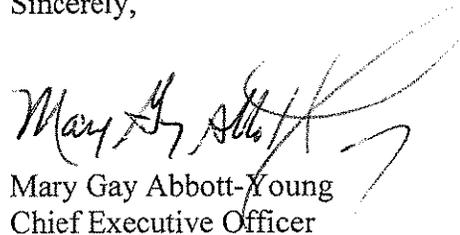
- Provide timely information to meet the ACO's reporting requirements, including quality measures and client experience findings in exchange for aggregate reports on quality measures and client experience findings that could assist our agency in improving quality client care and service provision;
- Mutually share client medical information between our agency and participating THT-ACO members, in accordance with HIPAA requirements and pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including client care, tracking, follow-up and coordination;
- Abide by the THT-ACO's antitrust compliance policy and Rescue Mission of Trenton compliance policies; and
- Cooperate with and participate in the annual evaluation.

Furthermore, notwithstanding any Demonstration Project objectives, the Rescue Mission shall retain responsibility for medically appropriate treatment and referral decisions for its clients, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, the Rescue Mission shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

We were also pleased to learn that the THT-ACO intends to develop a plan that allocates a portion of the cost savings among its partners.

The Rescue Mission of Trenton is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, efficiency and responsible partnering of the healthcare system in Trenton, New Jersey.

Sincerely,



Mary Gay Abbott-Young
Chief Executive Officer

MGAY/mhc

June 24, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of the American Diabetes Association, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). With a mission to prevent and cure diabetes and to improve the lives of all people affected by diabetes, the ADA is pleased to work with the Trenton Health Team and committed to working with the Trenton community, which has a particularly high rate (16%) of diagnosed diabetes among its adult population. The need for our combined services is substantial.

We strongly support THT's work and the Demonstration Project objectives. We believe our partnership with the THT-ACO will further our mission and help to ensure that our constituents benefit from high quality healthcare. As Manager of Community Initiatives for the North Jersey region of ADA (which includes Trenton), I participate regularly in the Community Advisory Board of THT. With this letter, I affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) by providing educational programming, training, and resources aimed at both diabetes prevention and disease self-management. We will also provide advocacy on behalf of patients who need assistance with access, insurance, or other barriers to care.

The American Diabetes Association is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,



Jeanette M. Grimes, MHS
Manager, Community Initiatives



The
Children's
Home Society

O F N E W J E R S E Y®

Saving Children's Lives and Building Healthy Families Since 1894

July 2, 2014

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Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of The Children's Home Society of New Jersey (CHSofNJ), I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). CHSofNJ is a long-standing partner in THT's work, including our active participation on THT'S Community Advisory Board and their representation on our Community Action Network.

As a nonprofit organization that helps at-risk infants, children, youth, and families achieve their potential, we are pleased to work with the Trenton Health Team. We have a long history of service in the Trenton community and we believe our partnership with the THT-ACO will further our mission and help to ensure that our constituents benefit from high quality healthcare. We strongly support the Demonstration Project objectives and feel that the need for our combined services is substantial.

With this letter, I affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) by providing social services, educational programming, training, and resources aimed at improving outcomes for the community. We will also provide advocacy on behalf of patients who need assistance with access, insurance, or other barriers to care.

The Children's Home Society of New Jersey is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,

Donna C. Pressma, LCSW
President and Chief Executive Officer



635 South Clinton Avenue ♥ Trenton, NJ 08611-1831
Phone: (609) 695-6274 ♥ Fax: (609) 394-5769 ♥ Internet: www.chsofnj.org
At the historic Roebing Market



July 1, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of VNA Home Care and Hospice of Mercer County, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). VNA Home Care and Hospice of Mercer County is the latest addition to Holy Redeemer Health System's HomeCare division. Holy Redeemer is the largest nonprofit provider of home health and hospice services in New Jersey. VNA Home Care and Hospice of Mercer County is the oldest home healthcare provider serving Mercer County and is licensed by the New Jersey Department of Health and Senior Services. It is certified by Medicare/Medicaid as a home healthcare agency and nationally accredited by Accreditation Commission for Health Care (ACHC). We strongly support THT's work and the Demonstration Project objectives. We believe our partnership with the THT-ACO will further our mission and help to ensure that our constituents benefit from high quality healthcare.

As Director of Nursing for the VNA Home Care and Hospice of Mercer County (which includes Trenton), I participate regularly in the Community Advisory Board of THT. With this letter, I affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) by providing progressive, compassionate home care and hospice services, by maintaining the resources and financial strength necessary to support and develop programs, by adapting to changing community needs, by embracing new technology that makes it possible to provide care in a more effective manner and to a broader variety of patients, by maintaining an optimistic attitude about the future. We will also provide advocacy on behalf of patients who need assistance with access, insurance, or other barriers to care.

VNA Home Care and Hospice of Mercer County is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,



Malvina Williams
Director of Nursing

VNA HOME CARE AND HOSPICE OF MERCER COUNTY • A HOLY REDEEMER HOMECARE COMPANY

Drueding Center • Holy Redeemer Hospital • Holy Redeemer Physician and Ambulatory Services • Holy Redeemer D'Youville Manor
Holy Redeemer Lafayette • Holy Redeemer Village • Holy Redeemer St. Joseph Manor
Holy Redeemer Active and Retirement Living Communities • Holy Redeemer HomeCare and Hospice



Horizon Blue Cross Blue Shield of New Jersey*



Mark Calderon, M.D.
Vice President
Chief Medical Officer

Horizon NJ Health

210 Silvia Street
West Trenton, NJ 08628
Trenton, NJ 08628
Phone: (609) 718-9186

mark_calderon@horizonNJhealth.com
www.horizonNJhealth.com

July 3, 2014

Ruth Perry, MD
Executive director
Trenton Health Team
218 North Broad Street
Trenton, NJ 08608

Re. Letter of Support Medicaid Accountable Care Organization Application

Dear Dr. Perry:

Horizon NJ Health supports the application of Trenton Health Team to become a participant in the New Jersey Medicaid ACO Demonstration Project. The Trenton Health Team has provided high quality health care to the most vulnerable residents in our community for decades. Our organization has a long standing record of collaboration with them and commits to supporting the ACO objectives throughout the duration of this three year pilot project.

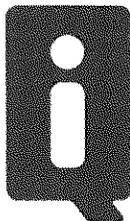
As a community provider, Horizon NJ Health has seen firsthand the immense need of this very vulnerable population. We are encouraged that these organizations have committed their resources to a model which will improve the quality of healthcare in our region while decreasing costs and improving patient satisfaction.

Horizon NJ Health looks forward to the possibility of connecting our members with Trenton Health Team's Medicaid ACO and integrating clinical care with community-based health resources.

Sincerely,

Mark Calderon, MD
VP, Chief Medical Officer, HNJH

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June 27, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

Re. Letter of Support for Trenton Health Team's Medicaid Accountable Care
Organization Application

Dear Director Harr:

The New Jersey Health Care Quality Institute strongly supports the Trenton Health Team's application to participate in the Medicaid Accountable Care Organization Demonstration Project established by NJ P.L 2011, Chapter 114. We believe that the Trenton Health Team (THT) is firmly committed to providing high-quality, cost-effective health care to the most vulnerable patients residing in Trenton through collaboration, the use of data, and patient-centered care. We also believe that THT will be able to build the necessary relationships with managed care organizations to finance that mission.

For the past three years, the Quality Institute has provided technical assistance, expert resources, and a network for learning among community health care coalitions interested in implementing payment and delivery system reforms – like the Medicaid ACO model – through our program, the Affiliated ACOs. The Trenton Health Team is an active member of the Affiliated ACOs, which is funded in part by The Nicholson Foundation.

Through the Affiliated ACOs we have not only connected our members with best-practices from around the country in care-coordination, analytics, business planning, and patient engagement, but we have also focused on engaging the Medicaid Managed Care Organizations (MCOs) so that New Jersey's ACOs can reach financial sustainability. We have held ongoing meetings between key MCO executives and some of our member organizations, and have laid the groundwork for our individual members to negotiate contracts with the state's MCOs that will support this Demonstration Project.

As THT develops its Medicaid ACO, the Quality Institute will continue to provide these services and more to support its efforts. THT has committed to be an active member of the Affiliated ACOs during our next program year (2014-15). We strongly believe in THT's goals of improving the quality, capacity, and efficiency of the health

Leonard Leto
Chairman of the Board
NJ Health Care Quality Institute

*NJ State Health Benefits Plan
(Retired)*

Robert "Rob" Andrews
Former Congressman, NJ
1st Congressional District
Of Counsel, Dilworth Paxson, LLP

Andrea W. Aughenbaugh, RN CEO,
NJ State Nurses Association (Retired)

James J. Florio
Former Governor of New Jersey
Senior Partner, Florio, Ferrucci, Steinhardt
& Fader, LLC

Heather Howard, J.D.
Former NJ Health Commissioner
Director of State Health Reform Assistance
Network,
Woodrow Wilson School of Public &
International Affairs.

Fred M. Jacobs, M.D., J.D.
Former NJ Health Commissioner
Executive Vice President & Chair of
Department of Medicine,
St. George's University School of Medicine

George R. Laufenberg, CEBS
Administrative Manager
New Jersey Carpenters Fund

Louis Marturana
PSE&G (Retired)

Suzanne M. Miller, Ph.D.
Director, Behavioral Center of Excellence
in Breast Cancer
Fox Chase Cancer Center

Judith M. Persichilli
President Emeritus
CHETrinity Health

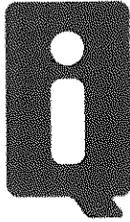
Michael A. Sedrish, MD
Medical Director
MediSys Management

David L. Knowlton
President & CEO
NJ Health Care Quality Institute

Phone 609-303-0373
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238 West Delaware Avenue
Pennington, NJ 08534
www.njhcci.org

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care system in the six zip codes of Trenton, New Jersey and are proud to support the formation of its Medicaid ACO.

Sincerely,

Linda Schwimmer
Vice President
New Jersey Health Care Quality Institute

HJAHC

HENRY J. AUSTIN HEALTH CENTER
QUALITY CARE CLOSE TO HOME

July 18, 2014

Ms. Valerie J. Harr, Director
NJ Department of Human Services
Division of Medical Assistance and Health Services
PO Box 712
Trenton, NJ 08625-0712

RE: Letter of Support for the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO)

Dear Director Harr:

On behalf of the Henry J. Austin Health Center, I am pleased to submit this letter of support for the formation of the Trenton Health Team Medicaid Accountable Care Organization (THT-ACO). The Henry J. Austin Health Center is a long-standing partner in THT's work and strongly supports the Demonstration Project objectives. With this letter, we affirm our commitment to participate for the duration of the Medicaid ACO Demonstration Project (three years) and commit to do the following:

- Provide timely information to meet the ACO's reporting requirements, including quality measures and patient experience findings
- Share patient medical information with participating THT-ACO members, pursuant to necessary data sharing agreements, for the purpose of meeting the Demonstration Project objectives, including patient care, tracking, follow-up and coordination
- Abide by the THT-ACO's antitrust compliance policy
- Cooperate with and participate in the annual evaluation.

Further, notwithstanding any Demonstration Project objectives, we shall retain responsibility for medically appropriate treatment and referral decisions, document the basis for such decisions, and not limit treatment and referrals to providers participating in the THT-ACO if treatment or referral to outside providers is medically indicated; and, notwithstanding any Demonstration Project objectives, we shall not organize our care delivery to reduce access to care or increase costs, but instead shall work to improve health outcomes and quality while reducing unnecessary and inefficient spending.

The Henry J. Austin Health Center is proud to support the formation of the THT-ACO, which we believe represents an important step forward in improving the quality, capacity, and efficiency of the healthcare system in Trenton, New Jersey.

Sincerely,



George C. Stokes
Chief Executive Officer

Henry J. Austin Health Center locations:

321 North Warren St. Trenton, NJ 08618 * 112 Ewing St. Trenton, NJ 08609 *
317 Chambers St. Trenton, NJ 08609 * 433 Bellevue Ave. Trenton, NJ 08618
Ph: 609-278-5900 * www.henryjainstin.org

| First Name | Last Name | Title | Practice Address | City | Zip Code |
|------------|----------------|-------|------------------|---------|----------|
| Kemi | Alli | MD | 321 N Warren St | Trenton | 08618 |
| Jasmine | Arora | MD | 321 N Warren St | Trenton | 08618 |
| Joy | Carnes-Barrett | MD | 321 N Warren St | Trenton | 08618 |
| Shikha | Chowdhury | MD | 321 N Warren St | Trenton | 08618 |
| Annetta | Davis | APN | 321 N Warren St | Trenton | 08618 |
| Rachael | Evans | MD | 321 N Warren St | Trenton | 08618 |
| Shacarah | Fordjour | NP | 322 N Warren St | Trenton | 08618 |
| Cindy | Geng | MD | 321 N Warren St | Trenton | 08618 |
| Alison | Kinlaw | PA-C | 321 N Warren St | Trenton | 08618 |
| Lisa | Lopez | MD | 321 N Warren St | Trenton | 08618 |
| Marilyn | Majaro | APN-C | 321 N Warren St | Trenton | 08618 |
| Debra | Oliver | NP | 321 N Warren St | Trenton | 08618 |
| Sariya | Pacheco-Smith | MD | 321 N Warren St | Trenton | 08618 |
| Kamal | Puri | MD | 321 N Warren St | Trenton | 08618 |
| Cindy | Sussman | MD | 321 N Warren St | Trenton | 08618 |
| Justina | Tartue-Higgins | APN-C | 321 N Warren St | Trenton | 08618 |