

UNITED HEALTH FOUNDATION®

A CALL TO ACTION FOR INDIVIDUALS AND THEIR COMMUNITIES

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The Environment of Care: A Community's Journey to Become America's Healthiest Hometown

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What if Walt Disney chose to focus on building a community and then embed a health system in it? Do you think that the delivery of health care in the United States might be different? Please keep the preceding 2 questions in mind as you read through the next few pages.

In 1983, The Villages was established in central Florida beginning with a few hundred manufactured homes on a few hundred acres. Over the ensuing 30 years, The Villages has grown into the largest retirement community in the United States, comprising nearly 40 square miles. More than 95,000 people from all 50 states and 14 foreign countries have moved to The Villages and now call it home. It is quite common to walk through 1 of the 3 town squares, each of which has 4 hours of live music every night of the year, and overhear someone remarking with glee, "it's Disneyworld for adults." The phrase often used to describe the vision of The Villages is the place where you can make your dreams come true.

The Villages is both a unique place and in many ways a reflection of the senior population in the United States overall despite that people have chosen to leave their original community and move to a new home. The uniqueness is characterized by novel initiatives, some of which appear counterintuitive.

Perhaps the best example of this is the creation of an educational system with a school for 2500 students (that is currently expanding to serve 3000 students) from pre-K through grade 12 in a community that specifically is designed for senior adults. How does this compute?

As a self-supporting community, some 20,000 people a day come to work at businesses based in The Villages, the gamut of employees that run from Wal-Mart to the local hospital, the daily

newspaper, national and local banks, etc. What better way to attract excellent employees of all ages and nationalities to businesses located in a senior community in Central Florida than to have a school system which rivals any private or public school in a major metropolitan area? The Villages Charter School (now regularly ranked as one of the top 10 public schools in Florida) was established 13 years ago as a work-site charter school; eligibility to attend the school is determined by whether a parent works in a business located in The Villages.

As amazing as life is for Villagers, with more than 98 percent of them saying they would recommend The Villages to friends and family, life is not perfect in our community. Meeting the need for a world class

health care delivery system which matches the other world class attributes of the community has been a challenge. Much like the rest of the nation, we see a current health system where the patient often reports being confused from the outset in terms of where to turn when there is a problem (see Exhibit A).

We recall an excerpt from a conversation around health status paraphrased as follows:

"Yes, we have all our golf courses, swimming pools, softball teams, clubs and other activities available every day for our residents. But the truth is, if you don't have your health, you're not able to enjoy any of these activities."

Approximately 2 years ago, with the support







The Villages Health

of the leadership of The Villages community, the decision was made to transform the health care in The Villages. The rallying cry of making the community "America's healthiest hometown" began to be heard.

The vision for the new health system was to provide the residents of The Villages with a clear path so they would KNOW where to go for their care (see Exhibit B).

After several months of debate and discussion the components deemed necessary to undertake this journey included:

- Commitment to the patient and the primary care physician as the foundation of the system.
- Willingness to embrace and implement the patient centered medical home philosophy and attributes.
- An integrated, aligned group of specialty physicians who are willing to function as a single group and truly partner with the primary care physicians.
- A common Information Technology (IT) platform with a seamless electronic health record (EHR) from the perspective of both patients and providers.
- An academically illuminated approach, necessitating a partnership with an academic health center to lead educational and research initiatives.
- A single insurance partner who embraces the above and will work collaboratively to rationalize financing and care delivery with a focus on Medicare.
- Community support for the effort.

Work on each of the listed components has progressed substantially in one year. The first Care Center is open and serving patients. Each Care Center will be staffed with 8 primary care physicians (PCPs). Each PCP cares for a panel of 1250 patients. Each PCP has an assigned PCP "buddy" who together lead a care team consisting of 1 physician extender and 6 other RNs and medical assistants. A Care Center, also including professionals in behavioral health, audiology and health coaching, serves the primary care needs of 10,000 patients. Each 19,000 square foot Care Center has the capability of providing blood draw and simple, stat labs, EKGs, chest and bone films and a knowledge pharmacy, a place where patients, working with providers in the Care Center, can acquire knowledge about their health and medical conditions. Two more Care Centers

COMPONENTS OF THE VILLAGES HEALTH SYSTEM

Patient Centered and Primary Care Driven

Embrace the PCMH model

Aligned, integrated specialty physicians

Single, seamless IT solution

Academically illuminated

Collaborative insurance partner

Community Support

are under construction and will open this year. The intent is to locate these throughout the community so that no Villager is more than a 15 minute golf car ride from their Care Center.

The first Specialty Care Center, operated by the University of South Florida (USF), with capacity for 20 specialist physicians, is scheduled to open this fall in a 25,000 square foot newly renovated building adjacent to the hospital. As the system grows in size and matures, the plan is to add at least one more specialty care center so that ultimately there is an approximate 1:1 ratio of primary care to specialty physicians.

The IT/EHR decision ensures that all physicians will share patient information seamlessly and securely. Patients will register once. Whether we end with a single platform for all (which would be e-Clinical Works) or a combination of e-Clinical for the PCPs and Allscripts for specialty physicians with a bi-directional interface is being actively investigated.

To help assure that our patients can take advantage of the advances in medicine, we want care to be academically illuminated. All of the PCPs, who are employed by The Villages Health, and all of the specialty physicians, who are either employed by or contracted with USF Health, are eligible for faculty appointments at the University of South Florida. It is intended that significant numbers of medical students and other health professional students will undertake studies and training in The Villages. In addition, a discussion is underway with the local hospital about starting select residencies at the hospital so that graduate medical education opportunities can also be developed as part of the initiative.

A significant number of research opportunities are being identified. To date, 8 peer reviewed abstracts and publications relating to this endeavor have been accepted for presentation and publication. The paper on the Villages/USF Health

Exhibit A Health Care Today

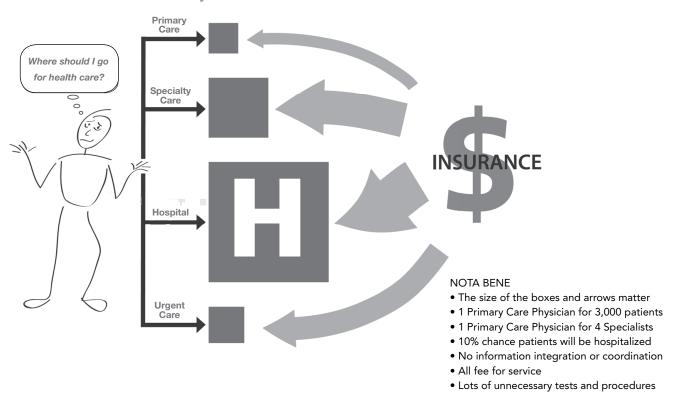
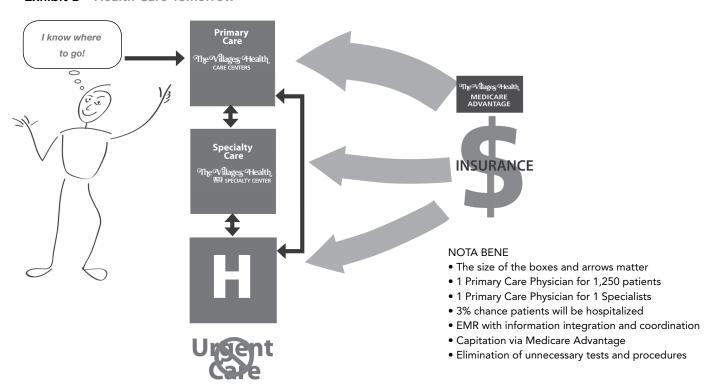


Exhibit B Health Care Tomorrow



Survey has been selected to receive the Erickson Award in Aging and Public Health by the American Public Health Association.

A 9 month process was completed to select a single insurance partner. The rationale for a single insurance partner started with the fact that almost 70 percent of the population of The Villages was eligible for Medicare. It became evident that if The Villages were to become "America's healthiest hometown," the simplest and most effective way to accomplish this was to develop a co-branded health plan that would appeal to a wide variety of Villagers. At the same time, the health system would then have the flexibility to move rapidly from a traditional fee-for-service emphasis focused on illness to a philosophy focused on health and wellness and embracing capitation.

Absolutely essential to transforming health care and improving health is the level of community

Choosing to live in The Villages, an active retirement community, encourages social cohesion and engagement.

engagement and social cohesion. The results from The Villages / USF Health Survey suggest that residents of The Villages look quite similar to seniors across the United States. Probably the largest difference is the environment in which they live; The Villages encourages community which we believe is a necessary pre-requisite to "successful aging." The Villages has over 800 daily recreational activities (75 percent of Villagers report participating at least 1 time a week in moderate intensity physical activity), more than 1900 sanctioned resident clubs (75

percent of Villagers report being a member of at least 1), 38 neighborhood recreation centers, and a Lifelong Learning College that offers more than 500 courses with over 1200 sessions in which more than 26,000 Villagers participate annually. A weekly supplement to the daily newspaper, Recreation News, contains 64 pages of activities. One statistic that may provide the best snapshot of the level of activity is this: the median number of rounds of golf played daily is over 8000!

In addition, there are numerous daily opportunities to interact and connect. One revolves around the delivery of mail which is delivered to 1 of 57 neighborhood postal pickup centers usually located proximal to a community pool. The postal pickup centers are located in the neighborhood villages that together comprise The Villages. As a result, the environment is rich with

interaction, connectedness and social cohesion. The first mailed health survey undertaken in 2012 had 35,000 responses, almost a 40 percent response rate. As another example of social cohesion, more than 95 percent of Villagers report they could always or sometimes count on a neighbor to grocery shop for them if they were sick and more than 98 percent report doing favors for their neighbors and watching over their property. In fact, one of the most striking findings related to the Villages/USF Health Survey was that an overwhelming majority of Villagers felt connected to their community—a statistic not normally seen in studies of seniors in the United States.

Although residents of The Villages are similar to many other older adults in terms of the health issues they experience and are concerned with, they do differ in being better educated and having higher incomes. Also, the overall perception of their health is significantly better despite experiencing many of the same chronic illnesses, mental health concerns and mobility limitations as other, older adults. Choosing to live in The Villages, an active retirement community, encourages social cohesion and engagement, factors associated with optimism and high lifestyle satisfaction. This may help buffer the effects of the physical and mental challenges experienced nearly universally by aging adults.

The health system now being built in The Villages views itself as part of the fabric of the community. It is the responsibility of clinicians and all the other members of our system to help promote the overall health of the community. Similarly, to the extent that the community exhibits characteristics associated with a positive perception of health, the health of the community positively impacts the health of the individual. Perhaps most importantly, during a time when there is unprecedented discussion about healthcare reform, this Villages -USF Health partnership represents healthcare "transformation." What better way to define an accountable care organization than to have a patient centered medical home, an academic medical center and an insurance partner functioning as partners all working toward a common goal. As a result, the overall environment at The Villages which includes the design and operation of the health system, can lead to "America's healthiest hometown" as well as serve as a model for other communities to move toward this goal.