

The Camden Coalition of Healthcare Providers (Coalition) is a membership non-profit corporation that is tax-exempt under IRC 501(c)(3). The Coalition's board consists of representatives from local health care, social service, and community organizations that share the Coalition's commitment to improving the wellbeing of Camden's most vulnerable residents. The Coalition was created to convene, coordinate, and often partner with its member organizations to accomplish its mission and charitable purpose.

In July 2015, the Camden Coalition was certified as a Medicaid Accountable Care Organization (ACO). As an ACO, the Coalition contracts with Medicaid managed care organizations to provide care management and practice improvement services. These contracts include up-front payments and the opportunity to earn shared savings if the Coalition, including all of the participating primary care practices, produces improved healthcare quality and reduced costs. The Coalition has used these resources to provide additional compensation to practices as part of its ACO Quality program. In addition, the Coalition operates a Housing First program, which provides supportive housing to those with complex needs, through partnerships with two Coalition member organizations: VOA and South Jersey Behavioral Health Resources.

Board trustees have a fiduciary responsibility to act in the best interest of the Coalition. The nature of the Coalition's work and structure, however, often requires it to engage in financial relationships with member organizations. Such situations create a conflict of interest whereby a board member has divided loyalty between the Coalition and their employer organization.

The Coalition maintains a conflict of interest policy to ensure 1) that the Coalition's board trustees and staff members identify and disclose conflicts of interest when they arise, and 2) that the Coalition and its board manages conflicts of interests to make certain that organizational decisions are in the Coalition's best interest and are not tainted by a board trustee or staff member's conflict of interest.

Failure to properly address conflicts of interest may have serious consequences for the Coalition, including financial penalties, loss of tax-exempt status, and the appearance of a lack of integrity in the Coalition's decision-making process. This policy supports the Coalition's commitment to being accountable in all of its operations.

See Appendix for complete Conflict of Interest Policy.

Purpose of the Conflict of Interest Report

The Coalition strives to be transparent in its dealings, including its management of conflicts of interest, to promote accountability and trust in the organization. The Coalition's dramatic growth, its certification as a Medicaid ACO, and its contracting with Medicaid managed care organizations have generated increasingly complex

financial arrangements among the Coalition's members. As a result, the Coalition has chosen to create this formal annual conflict of interest report to review and disclose all board conflicts of interest and how they were managed.

ACO Payments

In 2015, the Coalition implemented an ACO Quality Strategy that seeks to maximize the ACO's performance across the cost and quality metrics contained in its United and Horizon ACO contracts. The Coalition board and executive leadership determined that practices should be compensated for the additional time required to participate in various quality improvement initiatives. The Coalition continued this program in 2017 and 2018. Each practice that participated in the ACO contracts was eligible for and received the following payments in connection with the ACO Quality Strategy. Those payments were:

2017

- Payments for appointment scheduled within seven days of a hospital admission: \$150 per visit
- Payments for well visits: \$100 per visit
- Payments for phone encounters: \$10 per encounter
- Payments for visits scheduled following patient concern: up to \$500
- Payments for home visits: up to \$750
- Payments for connecting patient to care management: \$150 per patient
- Payments related to MAT: \$4000

2018

- Payments for appointment scheduled within seven days of a hospital admission: \$100 per visit
- Payments for intake process: \$175 per patient
- Payments for phone encounters: \$30 per encounter
- Payments for visits scheduled following patient concern: up to \$500
- Payments for case conferencing: \$150 per conference
- Payments for connecting patient to care management: \$150 per patient
- Payments related to MAT: \$4000

In addition, each provider organization selected professional and administrative champions to attend quarterly quality improvement dinners. Each participant (including several board members) received an honorarium of \$50 per event.

Distributions to Member Organizations in 2017 and 2018

From time to time, the Coalition may find it to be in the organization's best interest and within its charitable purpose to distribute funds, goods, or services among its members. For example, the Coalition might include a member organization in a grant opportunity, provide incentive payments, or contract for services. This report summarizes those distributions and contracts that occurred during 2017 and 2018.

Broadway Community Health Care

Broadway Community Health Care participated in the Camden ACO in 2017 and received \$1,500

for Quality Improvement programs (described above).

CAMcare

The Coalition contracted with CAMcare to provide care coordination to members of Horizon NJ Health as part of the Horizon ACO contract, at an annual cost of \$100,000. During the first quarter of 2017, the Coalition compensated CAMcare for \$66,000 for CAMcare's continued work under the Horizon ACO contract. The Coalition contracted with CAMcare to provide these services because it could leverage CAMcare's existing care management team working on behalf of United patients (through a separate CAMcare-United contract) to serve the patients of the city's largest federally qualified health center, serving over 38,000 individuals annually. CAMcare also received funds for participation in quality improvement initiatives. Payments to CAMcare totaled \$90,706 in 2017 and \$19,650 in 2018.

Center for Family Services

In 2017 and 2018, the Coalition served as sub-site hosting AmeriCorps VISTA members. AmeriCorps VISTA members build capacity in nonprofit organizations and public agencies to help them more effectively generate to encourage volunteer service at the local level, and empower individuals and communities. AmeriCorps VISTA members serve full time for one-year terms. Center for Family Services served as the primary site. The Coalition received a total of \$8,538 from CFS in 2017 and \$3,807 in 2018 for co-hosting the VISTA members.

Cooper Health System and affiliated entities

The Camden Coalition performed technical assistance for Adventist Health System in 2017. Cooper's Urban Health Institute (UHI) received a subcontract for \$25,000 in order to provide consulting services to Adventist Health System regarding outpatient delivery services designed around serving a complex patient population. The Coalition elected to contract with UHI because it has an existing care management structure that enabled UHI to provide comprehensive consulting services to Adventist with respect to the delivery of outpatient delivery services.

In 2017, the Coalition also paid the Cooper Foundation \$92,667 for management and administrative services the Cooper Foundation provided for the Coalition during 2015, 2016, and 2017. The management and administrative services began when the Coalition was part of Cooper and continued through 2017.

The Coalition paid Cooper \$30,677 for Dr. Jeffrey Brenner's professional services as the Coalition's Executive Director for January and February 2017. Additionally, Cooper operates several primary care office locations that participated in the Coalition's ACO Quality Strategy programs (described above) during 2017 and 2018. Coalition ACO payments to Cooper Health System totaled \$56,560 in 2017 and \$30,820 in 2018.

Fairview Village Family Practice

Fairview Village Family Practice participated in the Coalition ACO and received ACO Quality Strategy payments during 2017 totaling \$5850 and totaling \$650 in 2018.

Hispanic Family Center

The Camden Coalition paid the Hispanic Family Center \$30 in order to register for and participate in the Hispanic Family Center job fair in 2018. The Coalition believes the job fair was a good way to connect with members of the Camden community.

Kennedy Medical Physician Group

The Camden Coalition received a grant from the Centers for Medicare and Medicaid Services (CMS). The grant provides funds for the implementation of CMS' Accountable Health Communities model. The Coalition has partnered with organizations across South Jersey, including Kennedy Medical Physician Group, in order to implement the model and meet the deliverables for the CMS grant. Kennedy Medical Physician Group received \$3,000 in 2018 for its work implementing the AHC model.

Lourdes Health System and affiliated entities

Lourdes Health System, which hosts multiple primary care offices, participated in the Coalition's ACO in 2017 and received ACO Quality Strategy payments. Lourdes and its affiliated entities received \$2750 in ACO related payments in 2017. Lourdes Health System also received payment of \$496 to pay for catering for a meeting of the South Jersey Behavioral Health Collaborative (SJBHIC), an initiative involving the Camden Coalition, Cooper, Inspira, Lourdes, Jefferson, and Virtua.

Oaks Integrated Care

As part of its Housing First program, the Camden Coalition placed a patient in housing owned by Oaks Integrated Care. The Coalition selected Oaks because of its extensive work providing specialized services for individual with complex health and social needs. Oaks received total rent payments of \$9,236 in 2018.

Osborn Family Health Center

Osborn Family Health Center participated in the Coalition's ACO and received ACO Quality Strategy payments for a total of \$20,970 in 2018.

Project H.O.P.E.

Project HOPE participated in the Coalition's ACO and received ACO Quality Strategy payments for a total of \$6,400 in 2018.

Ramon Acosta, MD

Ramon Acosta participated in the Coalition's ACO and received ACO Quality Strategy payments totaling \$ \$4,200 in 2017 and \$1,250 in 2018.

Reliance Medical Group

Reliance participated in the Coalition's ACO and received ACO Quality Strategy payments totaling \$6,460 in 2017 and \$1,900 in 2018.

South Jersey Behavioral Health Resources (SJBHR)

The Coalition contracted with SJBHR to provide wrap-around support services as part of the Housing First project in September 2015 at an annual cost of \$257,976. This contract continued in 2017 and 2018. The Coalition elected to contract with SJBHR because of its extensive experience providing supportive housing to individuals with complex behavioral and physical health needs through its MESH program and its vast behavioral health programs located in Camden. Payments to the organization totaled \$257,976 per year in 2017 and 2018.

STARS Adult Medical Day Care, LLC (2017 AND 2018)

In 2017 and 2018, the Camden Coalition used STARS Adult Medical Day Care, LLC as the venue for its ACO Provider dinner. Payment to STARS totaled \$1,500 in 2017 and \$1,600 in 2018.

Thomas Jefferson University

In 2017, the Camden Coalition was awarded a grant by the Robert Wood Johnson Foundation to support the development of the field of complex care. Thomas Jefferson University was selected through a competitive process to serve as a hub for the Interprofessional Student Hotspotting Learning Collaborative, Hubs are tasked with training interdisciplinary teams of professional students to learn to work with complex medical and social needs using patient-centered approach. Each hub enters into an agreement with the Coalition and is compensated for their work. In 2017 and 2018, Thomas Jefferson received \$55,649 for its work as a hub.

Volunteers of America Delaware Valley (VOA)

The Coalition contracted with VOA to provide housing services as part of the Housing First project in September 2015. VOA was chosen because of its experience managing rental assistance vouchers and permanent housing programs for vulnerable and special needs populations, its relationships with landlords, and its role as the largest emergency shelter provider in Camden. VOA master leases the units for Housing First clients and makes rental payments to landlords on behalf of the Housing first clients. Camden Coalition reimburses VOA using voucher payments the Coalition receives from the New Jersey Department of Community Affairs (DCA). Payments to VOA in 2017 totaled \$471,630.

and \$472,724 in 2018. Of the \$471,630 paid to VOA in 2017, \$373,889 were passthrough funds to landlords the Coalition received from DCA. Of the \$472,724 paid to VOA in 2018, \$284,400 were passthrough funds the Coalition received from DCA.

Virtua

Virtua participated in the Coalition's ACO and received ACO Quality Program payments totaling \$42,131 in 2017 and \$7,850 in 2018.