QUALITY

Achieved Highest Number of Quality Performance Stars (26 of 30) in the State of Florida

Achieved 5-Star Rating in Pregnancy Care for the Second Consecutive Year (Medicaid plan)

Achieved 3-year National Committee of Quality Assurance (NCQA) Accreditation

CUSTOMER SERVICE

92.0% Overall Adult and Child Member Satisfaction

96.6% Overall Provider Satisfaction

1 Day, Member Onboarding

236,794 Member Calls Received

24 Seconds Average Speed of Answer

1.65% Abandonment Rate

COMMUNITY

42 New Community Partners, 84 Total Community Partners

27 Community Events, 6,500+ Individual Interactions

16 Community Partner Donation Drives, 60% Increase in Funds Raised

2,759 Community Agency Referrals

PEOPLE

91.7% Employees’ Perception of CCP as a Positive Place to Work

20% Employees Earned Degrees and/or Certifications

22 Florida College Students Participated in CCP Intern Program

FINANCE

6.0% Year-Over-Year Decrease in Hospital Readmissions

1.9% Year-Over-Year Decrease in Emergency Room Visits

$1.0 Million of Ongoing IT Services Eliminated

$3.6 Million Incremental Revenue Generated Annually
While 2018 served as a transition period for Community Care Plan (CCP), as an organization that focuses all of our efforts on delivering the highest level of quality and service to our members and clients, I believe the transition was seamless.

After working in the healthcare industry for over 23 years and cofounding CCP together, my colleague and friend, John A. Benz, announced his retirement and transitioned from President and Chief Executive Officer to President Emeritus and Chief Strategic Officer. I, along with everyone at CCP, am grateful to have worked with John and greatly appreciate his service to CCP and our community. I was, and continue to be, honored to transition from my operational role of CCP’s Chief Operating Officer to President and Chief Executive Officer and lead CCP into the future.

Despite also experiencing changes to our lines of business in 2018, we were able to maintain a strong level of stability and the CCP team continued to show their dedication. We achieved major successes throughout the year that were in accordance with our strategic plan and core values of:

- Quality
- Customer Service
- Community
- People
- Finance
- Growth

While many of this year’s major accomplishments are included in this report, I believe that the three following accomplishments deserve special recognition:

- CCP ranked as the Highest Quality Health Plan in the state of Florida for Medicaid Services for the second consecutive year.
- CCP obtained a full 3-year National Committee for Quality Assurance (NCQA) Accreditation on our first attempt.
- CCP was awarded a 5-year MMA contract (12/1/2018 – 12/31/2023).

As CCP continues to our next level of growth, we will focus on expanding our portfolio of services and client base while continuing to maintain our core clients and community roots. We take great pride in being closely connected to our community. With the support of our owners, Broward Health and Memorial Healthcare System, our community and agency partners, and our employees, CCP has become a well-respected health plan and I am confident that the foundation we have established uniquely positions us to expand our services throughout the state. We look forward to another great year!

Jessica Lerner
President & Chief Executive Officer
ABOUT US

Established in 2000 as South Florida Community Care Network, Community Care Plan (CCP), the health plan with a heart, is fully accredited by the Accreditation Association for Ambulatory Healthcare as a Health Plan and was recently awarded an accreditation status of Accredited by the National Committee for Quality Assurance (NCQA) for service and clinical quality. CCP serves members in Medicaid; commercial, self-insured employee health plans; and sponsored programs.

CCP strives every day to positively impact the health and wellness of those we serve by providing them with local access to a high standard of healthcare and community resources. Our health plans cover a wide range of health and medical services, and offer an excellent choice of physicians and providers, as well as other benefits to help members get and stay healthy.
CCP provides a wide range of health-related professional and advisory services, including:

- Claims Management/Payment
- Contract Management
- Credentialing
- Customer Service and Call Center Operations
- Clinical Data Analytics
- Disease Management
- Financial Auditing and Monitoring
- Financial Management
- Fraud, Waste, and Abuse
- Grievance and Appeal
- Integrated Clinical Data Systems
- Medical Management
- Pharmacy Benefit Management
- Provider Network Development
- Quality Improvement
- Regulatory Compliance and Reporting
- Risk Stratification
- Utilization Management
- Workforce Training and Development
LEADERSHIP TEAM

FIRST ROW (SITTING LEFT TO RIGHT):
Natalia Penalver, Director, Provider Operations; JoAnn McDaniels-Chinn, Compliance Officer; Maria Jam-Crease, Director, Medical Management; Dr. Joselyn Mateo, Medical Director; Susan Ragazzo, Director, Quality and Risk Management; Terry Garzon, Director, Information Technology; Amy Pont, Director, Population Health; Karen George-Alexander, Director, Finance

BACK ROW (STANDING LEFT TO RIGHT):
Dr. Edward Markovich, Medical Director; Edward Maszak, Senior Vice President and Chief Financial Officer; Dr. Oluwakemi Ikpeazu, Medical Director; Michael Alvarez, Director, Member Services; Irelis Arias, Director, Human Resources; Alvaro Reis, Director, Information Technology; Alex Fabano, Director, Account Services; Dr. Deberenia Allen-McKinzie, Administrative Medical Director; Dr. Miguel Venereo, Senior Vice President and Chief Medical Officer; Leon Mink, Chief Information Officer; Jessica Lerner, President and Chief Executive Officer; Crystal Sanders, Director, Claims; Claudia Navarro, Director, Concierge Care Coordination; Lupe Rivero, Chief Business Development Officer; Susan Mansolillo, Vice President and Chief Human Resources Officer; Ken Walters, Senior Vice President and Chief Operating Officer; Tracy Harswick, Vice President, Payment Operations and Project Management; Suzanne Tamargo, Director, Communications and Marketing; Justin Marshall, General Counsel
MISSION
Driven by our community responsibility to positively impact the health and wellness of those we serve.

VISION
Be the vehicle for population health.

CORE PRINCIPLES OF EXCELLENCE

QUALITY
Improve clinical excellence to exceed industry standards and customer expectations.

CUSTOMER SERVICE
Provide an excellent experience and superior services to our customers.

COMMUNITY
Develop preeminent community partnerships to meet the health and social needs of our members.

PEOPLE
Create a values-driven culture that attracts, retains, and promotes the best and brightest people, who are committed to CCP’s mission and vision.

FINANCE
Achieve financial results through the provision of quality healthcare services, new technology, and investment in the organization.

GROWTH
Promote growth to enhance and sustain excellence in service delivery and to support infrastructure improvements.
**QUALITY**

Improve clinical excellence to exceed industry standards and customer expectations

### MAJOR ACCOMPLISHMENTS

<table>
<thead>
<tr>
<th>Successfully completed upgrade/enhancements to Morrisey credentialing system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully incorporated in-house geospatial analytics providing CCP with the ability to swiftly comply with state regulations for network adequacy and accuracy</td>
</tr>
<tr>
<td>Successfully supported and facilitated three key primary provider practices to achieve NCQA Patient Centered Medical Home (PCMH) designation</td>
</tr>
<tr>
<td>Developed internal high-risk prenatal pregnancy program</td>
</tr>
<tr>
<td>• Decreased monthly Neonatal Intensive Care Unit (NICU) admissions year-over-year by 14%</td>
</tr>
<tr>
<td>• Decreased year-over-year NICU average length of stay by 4.5 days</td>
</tr>
<tr>
<td>Supported and encouraged the utilization of long-active reversible contraceptives to improve obstetric outcomes</td>
</tr>
<tr>
<td>Fully implemented care management software that provides in-depth recording and strengthens our focus on member care</td>
</tr>
</tbody>
</table>

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| 54,149 |
| Adult and Child Preventive Visits |
| 100% |
| Pediatric Members had a Screening |
| 80% |
| Pediatric Members had all Required Check-Ups |
Achieved
Highest Number of Quality Performance Stars (26 of 30)
in the state of Florida for the second consecutive year

Pregnancy Care
(Only Medicaid plan to achieve 5 stars for the second consecutive year)

Achieved National Committee for Quality Assurance (NCQA) Accreditation

<table>
<thead>
<tr>
<th>Improvement in Health Measures</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Controlling Blood Pressure (Adult)</td>
<td>3 Stars</td>
<td>5 Stars</td>
</tr>
<tr>
<td>Comprehensive Diabetic Care, A1C Testing (Adult)</td>
<td>4 Stars</td>
<td>5 Stars</td>
</tr>
</tbody>
</table>

Living with Illness ★★★★★
Keeping Adults Healthy ★★★★★
Mental Health Care ★★★★★
Keeping Kids Healthy ★★★★★
Children’s Dental Care ★★★★★
CUSTOMER SERVICE

Provide an excellent experience and superior services to our customers

- **Member Satisfaction (Adult & Child)**: 92.0%
- **Provider Satisfaction**: 96.6%
- **Remained in the Top Decile for Delivery of Customer Service**: 94.5%
- **Members Felt They Were Treated with Respect by CCP**: 95.5%
- **Providers Would Recommend CCP**: 94.5%
**CUSTOMER SERVICE**

**MAJOR ACCOMPLISHMENTS**

<table>
<thead>
<tr>
<th>Completed redesign of CCP website, and developed and executed brand awareness campaign for social media channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintained standing of Medicaid plan with the least number of HUB complaints per thousand members in the state of Florida (per Agency for Healthcare Administration - AHCA)</td>
</tr>
<tr>
<td>Successfully transitioned all commercial lines of business to new Pharmacy Benefit Manager</td>
</tr>
<tr>
<td>Successfully implemented enterprise contract management system</td>
</tr>
<tr>
<td>Created and deployed provider educational webinar series</td>
</tr>
<tr>
<td>Participated in 67 client health and open enrollment fairs</td>
</tr>
<tr>
<td>Enhanced communications and services of member and provider portals to increase engagement and transparency, resulting in a <strong>125%</strong> increase in provider portal adoption</td>
</tr>
<tr>
<td>Fine-tuned onboarding to within 1 business day and increased completion of Health Needs Questionnaire</td>
</tr>
</tbody>
</table>
### COMMUNITY

Develop preeminent community partnerships to meet the health and social needs of our members

As part of our Community Outreach, CCP creates and maintains partnerships with organizations that share our mission of positively impacting the health and wellness of the community. From participating at community, school, and church health fairs to hosting educational information sessions, CCP partners with the following organizations to address the social, emotional, and health-related needs of our members:

| • 100 Black Men                          | • ChildNet                                    | • Jubilee Center of South Broward             |
| • 2-1-1 Broward                          | • City of Lauderdale                         | • Junior Achievement of South Florida         |
| • American Cancer Society                | • City of Miramar Senior Programs             | • LA Lee YMCA                                |
| • American Diabetes Association          | • City of West Park Senior Programs           | • LifeNet4Families                           |
| • American Heart Association             | • Department of Health Drowning Prevention    | • Lighthouse of Broward                      |
| • American Lung Association              | • Early Learning Coalition                    | • Legal Aid Service of Broward County        |
| • ARC Broward                            | • Feeding South Florida                       | • March of Dimes                             |
| • Best Foot Forward                      | • Fort Lauderdale Housing Authority          | • Meals on Wheels                            |
| • Broward Children’s Center              | • Foundation for Sickle Cell Disease Research| • Memorial Healthcare Systems Mobile Vans    |
| • Broward College                        | • Florida Introduces Physical Activity and Nutrition to Youth (FLIPANY) | • Non-Profit Executive Alliance of Broward   |
| • Broward Community and Family Health Centers | • Florida Breast Cancer Coalition             | • Opportunities Industrialization Centers (OIC) of South Florida |
| • Broward County Health Department       | • Greater Fort Lauderdale Alliance           | • Partnerships for Transforming Our Community’s Healthcare (TOUCH) |
| • Broward County Human Services          | • Healthy Families Broward                    | • Safe Sleep Program/Cribs for Kids          |
| • Broward League of Cities               | • Hepburn Center                              | • Seafarers’ House                           |
| • Broward County Emergency Management    | • Healthy Mothers, Healthy Babies             | • South Florida Wellness Center              |
| • Broward County Housing Authority       | • Healthy Schools                             | • SunServe                                   |
| • Broward County Public Schools          | • Holy Cross Hospital Diabetes Prevention Program | • Susan B. Anthony Recovery Center         |
| • Broward Health Foundation              | • Hope Outreach Center                        | • Theatre South Atlanta                      |
| • Broward Healthy Start Coalition        | • Hope Women’s Center                         | • Trustbridge                                |
| • Broward Sheriff’s Office               | • Jewish Adoption and Family Care Options    | • United Way of Broward County              |
| • CareerSource Broward                  |                                                | • Women in Distress                         |
| • Children’s Services Council of Broward County |                                            |                                            |

#### CHURCHES

- Ebenezer Missionary Baptist
- First Baptist Church Piney Grove
- Koinonia Worship Center
- Mission Revival Center of the Apostolic Faith
- Mt. Bethel Baptist
- Mt. Calvary Missionary Baptist
- Mt. Olivet SDA
- Mt. Hermon AME
- New Mount Olive Baptist
- St. Stephen’s Catholic
- True Gospel Deliverance

#### FRATERNITIES & SORORITIES

- Alpha Kappa Alpha
- Alpha Phi Alpha
- Delta Sigma Theta
- Kappa Alpha Psi
- Omega Psi Phi
- Phi Beta Sigma
- PanHellenic Council
- Sigma Gamma Rho
- Zeta Phi Beta
### MAJOR ACCOMPLISHMENTS

- Developed and deployed a comprehensive community outreach approach
- Developed a targeted outreach marketing campaign and increased brand awareness
- Joined the Boards of Trustbridge Hospice and Healthy Start
- Recognized by the City of Lauderhill for our community partnership/sponsorship
- Deepened grassroots efforts to strengthen relationships with our community partners
- Expanded population health programs to improve the health and wellness of the community we serve
- Provided hands-on healthcare solutions for targeted populations
Create a values-driven culture that attracts, retains, and promotes the best and brightest people, who are committed to CCP’s mission and vision.

### MAJOR ACCOMPLISHMENTS

- Successfully transitioned the CEO role and recruitment of key leaders
- Transitioned legal services from external to internal to improve efficiency and reduce cost
- Implemented new Human Resources system
- Developed Leading for Success series and Intern toolkit
- Advanced our CCP “Educated Workforce” with increased training opportunities and tools
- Engaged members in improving their health care through individualized support and wellness solutions
- Expanded employee volunteer program

### SERVICE FROM THE HEART

A CCP Social Worker was having a conversation with a member who is a mother of three. The member expressed that she was feeling overwhelmed with caring for her children as well as an elderly family member, and the lack of necessary baby supplies and financial resources. Our Social Worker noted that the member seemed to be suffering from symptoms of postpartum depression. Once the member reported that she also had suicidal and homicidal ideations, our Social Worker began the necessary suicide protocol and risk assessment to determine if the member needed further intervention. Based on the assessment, our Social Worker alerted another CCP Social Worker to contact the police, and until the police arrived to complete a full assessment, CCP’s Social Worker continued to talk to the member, providing her with encouragement and support, and reassuring her that she was not alone.

After the necessary intervention, CCP’s Social Worker continued to work with the member to:

- Coordinate clinical therapy and services
- Obtain baby supplies and equipment
- Apply and secure long-term care for the elderly family member
- Obtain financial assistance

Thankfully, the member and her children are doing well, and our Social Worker continues to monitor the member’s care and progress.
91.7% Employees’ Perception of CCP as a Positive Place to Work

100% Completed Required Compliance Course

85 Leadership and Professional Development Courses Offered

20% Employees Earned Degrees and/or Certifications

30% Increase in Volunteer Events

30% Increase in Employee Volunteers

524+ Employee Volunteer Hours Donated

91.7% Employees’ Perception of CCP as a Positive Place to Work

100% Completed Required Compliance Course

85 Leadership and Professional Development Courses Offered

20% Employees Earned Degrees and/or Certifications

30% Increase in Volunteer Events

30% Increase in Employee Volunteers

524+ Employee Volunteer Hours Donated
Achieve financial results through the provision of quality healthcare services, provider relationships, community partnerships, new technology, and investment in the organization.

Continued to manage costs
- Eliminated approximately $1.0 million of ongoing Information Technology services
- Reduced liquidated damages by 7% compared to prior year as a result of process and quality management
- Improved Third-Party Liability/Coordination of Benefits process, resulting in $250,000 cost savings
- Generated approximately $3.6 million incremental revenue annually as a result of maintaining an average risk score 3% greater than the Region 10 average

Used Electronic Visit Verification to manage, schedule, track, and process claims
Used analytics to evaluate Potentially Preventable Events

MAJOR ACCOMPLISHMENTS

<table>
<thead>
<tr>
<th>CCP Summary of Financial Results</th>
<th>Unaudited Statement 2018</th>
<th>Unaudited Total From Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds Available for Member Benefits</td>
<td>$156,739,414</td>
<td>$712,919,354</td>
</tr>
<tr>
<td>Medical and Benefit-Related Expenses</td>
<td>$125,636,451</td>
<td>$554,917,729</td>
</tr>
<tr>
<td>Administration and Other Expenses</td>
<td>$28,634,305</td>
<td>$119,043,603</td>
</tr>
<tr>
<td>Total Expenses and Member Benefits</td>
<td>$154,270,756</td>
<td>$673,961,332</td>
</tr>
<tr>
<td>Contribution to Fund Balance</td>
<td>$2,468,658</td>
<td>$26,451,420</td>
</tr>
<tr>
<td>Net Fund Balance</td>
<td>$35,703,901</td>
<td>$35,703,901</td>
</tr>
</tbody>
</table>

92¢
CCP spends 92 cents of every dollar on direct healthcare services to its Medicaid members

Lowest Administrative Costs
in Region 10 (Broward County), compared to other Medicaid health plans

CCP 2018 VALUE REPORT
Promote growth to enhance and sustain excellence in service delivery and to support infrastructure improvements

<table>
<thead>
<tr>
<th>MAJOR ACCOMPLISHMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successfully submitted Medicaid Invitation to Negotiate, resulting in award of 5-year Medicaid contract (12/1/2018 – 12/31/2023)</td>
</tr>
<tr>
<td>Developed a targeted marketing campaign to increase brand awareness</td>
</tr>
<tr>
<td>Increased number of lives covered</td>
</tr>
<tr>
<td>• Filed Medicaid response to four special needs Invitation to Negotiate applications (HIV/AIDS, Severe Mental Illness, Child Welfare, Children with Special Needs)</td>
</tr>
<tr>
<td>• Successfully prepared and submitted comprehensive application for Florida Healthy Kids Corporation (Regions 9, 10 and 11), which resulted in an invitation to negotiate</td>
</tr>
<tr>
<td>Expanded scope of services, and in addition to the standard consumer-driven plan, successfully developed and offered a high deductible plan for Broward County Government employees</td>
</tr>
<tr>
<td>Expanded geographical footprint and increased provider network in tri-county area by 297%</td>
</tr>
<tr>
<td>Developed 2019 - 2023 Strategic Plan</td>
</tr>
</tbody>
</table>
As CCP approaches its sixth year, we look forward to exceeding previous benchmarks and enhancing our programs and services.

Our 2019 goals include:

**QUALITY**
- Continue to focus on our quality scores as measured by Healthcare Effectiveness Data and Information Set (HEDIS).
  - Expand geographic footprint by developing a strategic partner network.
  - Mitigate financial penalties by ensuring compliance with contract requirements.

**CUSTOMER SERVICE**
- Continue to improve the member experience.
- Continue to improve the provider experience.

**COMMUNITY**
- Increase brand awareness of CCP as the plan of choice via community engagement and marketing efforts.

**PEOPLE**
- Obtain recognition of CCP as a positive place to work.

**FINANCE**
- Integrate behavioral health and other essential services.
- Continue to enhance revenue and monitor expenses to maintain overall financial efficiency and performance.

**GROWTH**
- Continue to expand both our client and member base.