



Hialeah Medical Center

A Case Study

CareOptimize

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THE BEGINNINGS

Community Clinical Center, founded by Mary Hernandez in 2008, was a family-owned medical center serving a senior population in the Hialeah, Florida area. The center was a true family business, with Mary at the helm, Mary's Mom, Elsa, in Customer Service and Marketing Department, their son, Hugo, a Benefits Consultant, and Mary's husband, Hector, running the administrative duties. The family was very well-liked, trusted, and admired by the community and maintained great relationships with their patients. To keep up with the competitive healthcare landscape in the Hialeah community, however, they needed to add services and expand their patient population, which they found increasingly less feasible. The onset of the ACA caused a sharp drop in their patient population, and they were running deficits with both of their insurers.

A MEETING

Community Clinical Center had many strengths, especially in their relationships with their patients, and drew the attention of CareMax Medical Centers, who operated successful Medicare Advantage centers in South Florida. In 2014, CareMax made Community Clinical Center part of their IPA (Independent Practice Association).

The center became tapped out with their ability to grow and expand, however, especially with the competitive landscape of the Hialeah margins and demographics.

“As the market became more competitive and demanding, we understood that changes and more resources were needed, and a decision had to be made. We were looking for honesty, integrity, and values in people we were to do business with.” Hector Hernandez

After discussing some of the value-added and competitive advantages CareMax and their affiliates could bring on board, especially the expertise and experience of **CareOptimize**, their regulatory technology consulting component, it turned out the ownership was interested. They decided to move forward.

“After being approached by several entities, we decided on CareMax, as Mary sensed that the executive team shared the same passion, dedication, and love for the job she had been doing for so many years.” Hector Hernandez

CareMax partnered with the Community Clinical Center in June 2015 and the center became the CareMax Medical Center – Hialeah. **CareOptimize** began working with the center soon afterward.

A COLLABORATIVE PARTNERSHIP

After the acquisition, dental and optometry services were immediately added. It was crucial to have both in house. Not only were patients very happy to get these and other services in house at no extra cost, but the additions were necessary in order to compete in the Hialeah marketplace. There was also an extremely successful patient conversion with the acquisition, an almost 95% rate. The center pared down to one single insurance contract, the center's fleet of vehicles was expanded, and grassroots marketing was incorporated. By the end of 2015, the center had close to 400 patients.

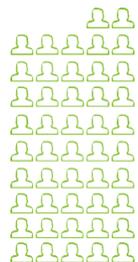
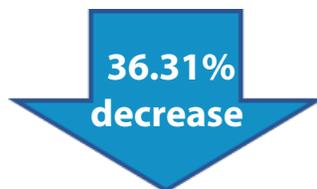
Those owners sacrificed a lot for the family-owned center and didn't want to lose out on its potential growth. The acquisition was structured so the original owners still ran the center and maintained equity in the company to share in the growth. The transition was almost seamless, with the additional offering of benefits to all employees and staff. Everyone, from owners to patients to employees and staff, felt rewarded and appreciated.

EXPANDING THE OPPORTUNITIES

With a desire to maintain and even better the health of their Medicare Advantage population while also running a profitable business, Hialeah center turned to the **CareOptimize** experts. In less than a year, **CareOptimize** was able to increase the HCC/RAF scores for the center, optimize their workflow, and increase their reimbursement. These factors continue to be extremely important to Hector and Mary, allowing them to increase their membership, provide even more services, and thrive as a business that has become a model for other MA centers throughout the country.

THE RESULTS

Hialeah Medical Center now has almost 500 managed care lives. They have added another physician, and their fleet of vehicles has doubled. The practice is also now cashflow positive. With the assistance and guidance of **CareOptimize**, they improved their clinical workflows and increased their RAF/HCC scores. They were not only able to grow (increased patient population, infrastructure, providers, and services), but were able to do it profitably - all of this in just under a year and a half.

Hialeah Medical Ctr.		
	January 2015	January 2017
Medicare Advantage Members	<p style="text-align: center;">300</p> 	<p style="text-align: center;">470</p> 
Average Gross Premium pmpm*	\$1,326	<p>\$1,660</p> 
Medical Loss Ratio (MLR)	104%	<p>88%</p> 
Deficit	\$465,000	Surplus
Medicare Part A Cost pmpm*	\$314	<p>\$200</p> 
Medicare Part B Cost pmpm*	\$252	<p>\$185</p> 

Revenue	<p style="text-align: center;">\$4.2 million</p> 	<p style="text-align: center;">\$6.31 million</p> 
RAF Scores	<p style="text-align: center;">1.1</p>	<p style="text-align: center;">1.45</p> 
HEDIS Star Rating		

*per member per month