

January 29, 2021

The Honorable Joseph N. DiVincenzo, Jr.
County Executive of Essex County
465 Dr. Martin Luther King, Jr. Boulevard
Newark, NJ 07102

Dear Mr. DiVincenzo,

Thank you for submitting your proposed Fee and Expenditure Report for the New Jersey County Option Hospital Fee Pilot Program on December 10, 2020. This Report has been under public review from December 24, 2020 through January 15, 2021. Please refer to the correspondence dated December 23, 2020 for those details.

The 21-day public review period concluded on January 15, 2021. Below are the comments that were received for Essex County's Program:

1. Requests for F&E Reports were received from the following stakeholders; F&E Reports have been disseminated to all who requested them:
 - Tim Hanlon, Shore Medical Center
 - Patricia Quinn, O'Conco Healthcare Consultants
 - Margaret King, Myers and Stauffer
 - Scott B. Stolbach, Ocean Healthcare Management
 - Michael Keevey, RWJ Barnabas
2. Several stakeholders from Essex County expressed support for the December 14 Essex County F&E Report and submitted comments. All comments were acknowledged, and no change will be made upon the adoption in response to the comments. The comments are attached. The stakeholders who submitted comments were:
 - Gary Huck, CFO, University Hospital
 - Jim Adams, Vice President, Reimbursement, Hackensack Meridian Mountainside Medical Center

At this time, the NJ Department of Human Services (the Department) has approved your local hospital assessment program and it will be submitted to CMS for federal review and approval. Essex County's program continues to be considered for a potentially effective date of July 1, 2021, pending CMS approval.

Next steps for implementation of the program include:

1. State drafts IGT agreement between Essex County and State to outline provisions for the non-federal share of Medicaid payments to Essex County.
2. County must pass ordinance in compliance with N.J.A.C. 10:52B-2.2.

3. State submits preprint, quality parameters to CMS for approval for an effective date of July 1, 2021. Please see the [Revised Preprint](#) form released by CMS on January 8, 2021 for more information.
4. State and Essex County finalize IGT agreement.

Please direct all questions to Dmahs.hospcountyfee@dhs.nj.gov. The Department will notify you upon CMS approval of the Program.

Sincerely,



Brian Francz
Chief Financial Officer, Department of Human Services

Date: 12 / 14 / 2020

Subject: New Jersey County Option Hospital Fee Pilot Program Fee and Expenditure Report

County: Essex County

GENERAL

Describe the proposed hospital fee program the county intends to enact by providing details on all of the elements listed below.

FEE PROGRAM

1. What is the county's proposed effective date of the fee pilot program?

The proposed effective date for the Essex County hospital fee pilot program is July 1, 2021, consistent with the potential program effective date communicated to participating counties by the New Jersey Department of Human Services (Department) on August 7, 2020.

2. List of all licensed hospitals located in your county:

Please Include: Name, address, facility ownership (for profit, NFP or government owned) **and** type of facility (acute care, psychiatric, rehabilitation, children's, LTACH, Specialty)

Appendix A contains a list of all licensed hospitals located in Essex County.

3. Federal law and regulations require all hospitals in a jurisdiction to be taxed, unless a specific process is followed to exempt particular hospitals – a process that includes meeting a statistical test.

Does the county plan on excluding any hospitals from the fee program? No Yes

If so, please list name(s) and type of facility:

The East Orange Veterans Affairs Medical Center, a general acute care hospital, owned and operated by the federal government, and the Essex County Hospital Center, a psychiatric hospital, owned and operated by the County of Essex, are exempt from the fee. Exempting a federally-owned and operated hospital and exempting a hospital owned and operated by the assessing governmental unit (Essex County) does not require a waiver of the federal broad-based requirements nor the demonstration of an associated statistical test. All other hospitals licensed in Essex County will be subject to the fee.

4. If the county plan **proposes to exempt** particular hospitals/classes of hospitals, please provide a policy justification for excluding those specific hospitals/classes of hospitals from the fee program. (If not, please leave blank)

Essex County intends to exempt the federally-owned and operated East Orange Veterans Affairs Medical Center from the fee, as the county does not have authority to assess a fee on the federal government. Essex County also intends to exempt the county-owned and operated Essex County Hospital Center from the fee. Just as state agencies are allowed to exempt state-owned and operated hospitals from their hospital fee programs without a waiver, Essex County intends to exempt the county hospital. Because these exemptions have been permitted by CMS in other states without requiring a waiver of the federal regulatory broad-based requirements, Essex County believes no waiver is required.

5. The law creating the County Option Hospital Fee Pilot Program requires that counties consult with affected hospitals within their jurisdiction prior to submitting the Fee and Expenditure Report to the Commissioner of Human Services. Please detail when and how county officials consulted with affected hospitals.

Appendix B outlines the consultative activities conducted by Essex County to engage affected hospitals prior to submitting the Fee and Expenditure Report.

6. Please describe the basis of the proposed fee – e.g. net patient revenue, days of care, discharges? (N.J.A.C. 10:52B)

The proposed fee will be assessed based on each hospital's annualized inpatient non-Medicare discharges. Each hospital's inpatient non-Medicare discharges are calculated by subtracting inpatient Medicare discharges from inpatient total discharges reported on the Medicare hospital cost report (CMS Form 2552-10) Worksheet S-3 Part I. The initial proposed fee is based on Medicare hospital cost reports for fiscal years ending in calendar year 2019, except for Columbus Hospital, whose fiscal year 2018 cost report is used due to the unavailability of the fiscal year 2019 cost report. Data from cost reports that are less than or more than an annual period are annualized.

The fee amount is derived by multiplying an assessment rate developed by Essex County by each hospital's annualized inpatient non-Medicare discharges. The assessment rate is the dollar amount, that when multiplied by each hospital's annualized inpatient non-Medicare discharges results in an assessment fee that equals but does not exceed 2.5 percent of the aggregate total of inpatient and outpatient net patient revenue – the maximum permissible under the authorizing state legislation of the County Option Hospital Fee Pilot Program. Inpatient and outpatient net patient revenue are derived from each hospital's Medicare hospital cost report (CMS Form 2552-10) Worksheets G-2 and G-3. For purposes of the initial fee, the inpatient assessment rate is \$1,250.52 per inpatient non-Medicare discharge.

The fee will be updated annually on a state fiscal year basis using data from each hospital's most recent Medicare hospital cost report filed with Essex County as of the last day of the calendar year preceding the beginning of the state fiscal year period. Essex County will require impacted hospitals to submit a copy of the Medicare hospital cost report (CMS Form 2552-10) to Essex County at the same time a hospital files the cost report with the Medicare program.

Appendix C contains Essex County's proposed hospital assessment fee. Appendix D contains the data elements used for the proposed hospital assessment fee calculation.

7. Will the basis for the proposed fee exclude Medicare and /or Medicaid data?

The proposed fee excludes Medicare data.

8. What is the proposed fee rate or fee amount?

Please specify if different fee rates or amounts will be applied to inpatient versus outpatient services and identify respective notes/ amounts.

The proposed fee rate is \$1,250.52 per annualized inpatient non-Medicare discharge. The proposed fee amount for each assessed hospital is equal to \$1,250.52 multiplied by annualized inpatient non-Medicare discharges. For the initial fee period that is anticipated to be effective July 1, 2021, the total fee is estimated to be approximately \$81.2 million.

9. Will the same fee rate or fee amount apply to all hospitals included in the fee program? No Yes

If not, please describe which fee rate or amount is proposed to be applied to each hospital and the policy rationale.

Yes, a uniform fee rate is applied across all hospitals included in the fee.

10. If the fee program is not uniform or broad based, one or more statistical tests must be passed for the fee to comply with federal regulations. If the proposed fee program is **not broad-based** or **not uniform**, please provide a copy of the federally compliant statistical test(s) in an excel document. N/A Attached

Information on federally compliant statistical test (s) can be accessed at 42 CFR § 433.68

- Permissible health care-related taxes.

<https://www.govinfo.gov/content/pkg/CFR-2018-title42-vol4/xml/CFR-2018-title42-vol4-sec433-68.xml>

11. While the transfers to the state from the county must occur quarterly, what is the planned timing for collecting the fee – quarterly, monthly, biannually?

Quarterly Monthly Biannually Other _____

12. What interest and/or penalties will be imposed for failure to pay the fee?

If a hospital does not pay the quarterly assessment within 10 days after the assessment payment is due, Essex County will impose interest penalties at a rate not to exceed 1.5 percent of the outstanding payment amount per month.

Written notice will be provided to each hospital monthly indicating the interest accrued and total interest due.

13. What appeal process will be established to resolve any disputes related to the fee program?

The county will notify each hospital in writing through a fee notification letter of the amount of the hospital's assessment. If the hospital identifies an error in the computation of the fee or an error in the Medicare hospital cost report data reported by the hospital, the hospital may request an appeal. In addition, in the event of late payment, the county will notify each hospital on a monthly basis of the amount of the hospital's assessed interest penalties. If the hospital disagrees with the amount of the interest penalty, the hospital may file an appeal. The hospital may not appeal the fee methodology or any other aspect of the fee program.

An appeal must be submitted to the county in writing and must describe the specific issues being appealed and the rationale for the hospital's position. The appeal must be signed by an authorized representative of the hospital and must be filed within fifteen (15) days after the receipt of the assessment notice or within fifteen (15) days after the receipt of the notice of interest penalties.

Upon receipt of the request for appeal, the county will evaluate the information presented. After review, the county may amend the applicable assessment or interest penalties or affirm the original decision. The county will notify the hospital of its decision in writing within thirty (30) days of the receipt of the request for appeal.

If dissatisfied with the county's response, the hospital may request a formal administrative hearing. The request for a formal administrative hearing must be filed with the county within fifteen (15) days after the receipt of the county's response to the initial appeal. The county will notify the hospital at least thirty (30) days in advance of the hearing date. Within sixty (60) days of the completion of the hearing procedures, the hearing officer will prepare a written summary of findings and make a written recommendation to the County Administrator of action to be taken by the county. The County Administrator, upon a review of the proceedings and recommendation by the hearing officer, will issue a final administrative decision.

Unless Essex County receives a timely and proper request for an appeal and administrative hearing from the hospital, the county decision shall not be subject to review.

14. How will hospitals be notified of their fee obligation and any other related operational requirements under the fee program?

Following notification of approval of the fee program from the Department and county adoption, the fees will be communicated to hospitals in writing. Hospitals will receive a fee notification letter communicating the fee and the amount of the required quarterly payments. The fee notification letter will be sent to hospitals prior to the beginning of each annual fee period corresponding to the state fiscal year, unless there are program delays outside of the county's control (such as delays from the Department or CMS). The fee notification letter will contain an explanation of the calculation of the fee, the amount of the fee to be assessed to the hospital, the due date of the quarterly installment payments, instructions for making the quarterly installment payments, the calculation of interest for late payments, penalties for non-payment, and the process for filing an appeal.

An invoice will be issued via e-mail to each hospital at least 20 days in advance of each payment due showing the current amount due, past due amounts, interest penalties, submission information and the due date.

Overpayments arising from an error on the part of Essex County (such as the assessment of an incorrect fee amount) or an error on the part of a hospital (such as payment of an incorrect fee amount) will be refunded to hospitals within 15 days of identifying the amount of the overpayment. Essex County will specify in its ordinance or resolution the time frame in which a hospital must identify overpayments or amounts otherwise in error.

In the event the Department returns any of the transferred funds, Essex County will refund the full amount returned by the Department to the participating hospitals, based on the pro rata share of the total fees paid, within 15 days after receipt of the funds.

15. Please provide any additional pertinent information that you believe would be helpful in describing the program.

Quarterly, not later than 15 days after the close of each quarter of the State fiscal year, a portion of the fee proceeds will be transferred to cover State administrative costs, in the amount set forth by the State, and to be used as non-Federal share of Medicaid/NJ FamilyCare payments to hospitals in Essex County. Essex County will issue quarterly intergovernmental transfers to the State equal to 91 percent of the fee proceeds and will retain nine percent of the proceeds in the county.

This fee shall be collected by the county in accordance with its approved fee and expenditure report and to the extent, and for the period that, the Department determines that the fee proceeds qualify as the non-Federal share of Medicaid/NJ FamilyCare program expenditures pursuant to 42 CFR 433.68.

If a hospital that is assessed a fee fails to remit payment to the assessing county, then the assessing county shall have no obligation to transfer funds to the State applicable to uncollected assessments. Upon collection, the State's portion of delinquent assessments will be transferred to the Department not later than 15 days after the close of the quarter in which the collections are received by the county.

In accordance with N.J.A.C. 10:52B-3.4, Essex County is proposing a fee based on publicly available data sources, through the Medicare hospital cost report (CMS Form 2552-10) or its successor form.

In the Other County Requirements section of this form, below, the county must indicate completion and/or agreement with a list of statements. In the first check box, the county must attest to having provided the state with all calculations for the fee, the proposed payments, and the statistical test. Essex County's fee proposal is broad-based and uniform and does not require a statistical test; therefore, no statistical test is included with this submission. Furthermore, in the third and fourth check boxes, the county must attest to an understanding that at least 90 percent of the fee amounts collected will be transferred to the state to be used as the non-federal share for federally matched hospital payments and at least one percent of the fee amounts collected will be transferred to the state for the state's administrative costs. Essex County confirms agreement that funds of at least 90 percent plus one percent must be transferred to the state. However, it is the county's understanding that some portion of the 90 percent may be retained for the state's or the managed care organizations' administrative costs, leaving a percentage less than 90 percent for distribution to hospitals. Finally, in the last check box, the county must confirm completion of a Data Form, a Preliminary DSH Calculation Template, and an Attestation signed by each hospital located in the county. Essex County is awaiting a Data Form and an Attestation signed by Columbus Hospital. DSH forms are included with this submission for all applicable hospitals that participate in the DSH program.

Essex County requests the opportunity to amend this proposed fee and expenditure report to meet the necessary requirements for participation, should the Department determine that this proposal does not meet requirements and to address comments received during the comment period that may lead to disapproval of the report.

Essex County reserves the right to propose an amendment of its approved fee and expenditure report annually.

PROPOSED PAYMENT PROGRAM

As part of the pilot program, counties may submit a proposed payment methodology detailing how pilot program funds will be distributed to hospitals and the basis of the distribution. However, as the single State agency for the Medicaid Program, the Department's role is to review the proposed programs to assure that the assessment design and proposed expenditure methodology, if provided, comply with federal regulations governing such programs. A county's proposed payment method must include details on elements listed below.

1. What is the proposed basis for determining the hospital payment amounts?

The fee assessed and collected as described in the Fee Program section, above, will qualify as the non-federal share of Medicaid/NJ FamilyCare program expenditures. The proposed program payment methodology for Essex County hospitals is a Medicaid managed care directed payment, in compliance with federal regulations at 42 C.F.R. 438.6.

Consistent with 42 CFR §438.6(c)(1)(iii)(B), Medicaid health plans will provide a uniform inpatient payment per discharge to Essex County hospitals. Essex County proposes to separate hospitals into two classes for the directed payments program. Class 1 will include all acute care hospitals while Class 2 will include long-term acute care and rehabilitation hospitals. This fee and expenditure program is designed to enhance service delivery to New Jersey Medicaid patients through all of the Essex County hospitals. Under Class 2, consideration is given for the delivery of specialty services and the relatively lower volume of inpatient discharges due to longer stays, on average, for the specialty hospitals. The payment per discharge for Class 2 will be fifty percent higher than Class 1 in the first year of the program.

The uniform amount per inpatient discharge for Class 1, general acute care hospitals, is expected to be \$6,712.69 and remain fixed for the state fiscal year. The uniform amount per inpatient discharge for Class 2, specialty hospitals, is expected to be \$10,077.28 and remain fixed for the state fiscal year. The uniform amount will be re-evaluated on an annual basis.

Actuarially-projected utilization data will be used to directly link payments to utilization of inpatient services for plan enrollees, by hospital. The Department will calculate each Essex County hospital's annual payment increase by MCO using the projected number of encounters for the year. DMAHS will then issue quarterly supplemental capitation payments to each Medicaid health plan to cover the cost of the payments to hospitals, based on the volume of inpatient services expected to be provided to the health plan's enrollees and the payment per discharge for the hospital's class. In turn, MCOs will be directed to distribute quarterly payments to hospitals using the actuarially prepared projections of inpatient services and the applicable payment per discharge.

A year-end utilization reconciliation will take place within the first two quarters of the following payment year (managed care rating year), based on actuarial updates of actual utilization for the payment year. The reconciliation will occur so that the uniform payment amount will be distributed to MCOs, and in turn to each hospital, in accordance with actual utilization data for the payment year.

For each year of the directed payments program, the uniform payment per inpatient unit will be calculated to ensure the available funding for this program is used for hospital payments in Essex County and to ensure that payments do not exceed the available funding. Beginning with the second year of the directed payments program, the uniform payment per inpatient unit will be adjusted to either: 1) distribute the funding remaining available from the previous year, in the event that actual utilization in the prior year was lower than projected; or 2) to mitigate the funding shortfall from the previous year, in the event that actual utilization in the prior year was higher than projected.

The uniform dollar amount per discharge for inpatient services for the contract year are projected to be \$6,712.69 and \$10,077.28, based on the available funding through the Essex County hospital fee. To ensure compliance with 42 CFR §438.6(c), an analysis was performed to estimate Medicare payment levels for inpatient hospital services for participating hospitals and to ensure the proposed Medicaid managed care directed payment would not exceed an estimate of Medicare payments for Medicaid services.

Essex County has prepared an estimate of Medicare payments for Medicaid managed care services using Medicare hospital cost report data and the Medicaid managed care utilization data provided by the state. Based on a Medicare payment-per-day methodology, Essex County estimates that Medicare payment levels are approximately 185% greater than current Medicaid managed care payments. Essex County estimates that the proposed uniform inpatient dollar increase for inpatient services would result in Medicaid inpatient managed care payments that are approximately 68% greater than current Medicaid inpatient managed care payments. Therefore, the proposed uniform inpatient dollar increase for inpatient services would fall well below the estimated Medicare upper payment limit for inpatient services.

To ensure compliance with 42 CFR §433.68(f), the fee will not create a direct or indirect guarantee to hold affected hospitals harmless. Whereas the fee will be used for funding the state match of Medicaid payments based on non-Medicare discharges, payments to hospitals will be based on utilization using Medicaid managed care inpatient discharges.

Appendix E contains Essex County's proposed hospital expenditures model. Appendix F contains the encounter data used for the proposed hospital payments calculation.

2. The purpose of the County Option Hospital Fee Pilot Program is to increase financial resources through the Medicaid/NJ FamilyCare program to support local hospitals and to ensure that they continue to provide necessary services to low-income residents. How will the payments be utilized to effectuate this purpose?

The additional Medicaid reimbursement generated by the County Option Hospital Fee Pilot Program will provide meaningful additional financial resources to support Essex County's hospitals to ensure that they continue to provide the necessary services to low-income residents. The financial impact of Essex County's proposed fee and expenditure report will not reduce access to Medicaid services, reduce services to the uninsured, or otherwise threaten critical health care services at any hospital within the county. In fact, the proposed fee and resulting Medicaid payments are anticipated to enhance hospitals' ability to serve low-income residents.

Each hospital will have increased incentive to serve low-income residents, due to the increased payments per inpatient discharge and outpatient visit. The hospital payment increase will help ensure hospitals remain dedicated at the current level in providing services to Medicaid beneficiaries. The payment incentive for each Medicaid managed care hospital inpatient discharge and outpatient visit is anticipated to maintain and improve access to hospital care and related necessary services for this population.

OTHER COUNTY REQUIREMENTS

CHECK BOX TO CONFIRM COMPLETION AND/OR AGREEMENT

- The county has provided the state with all calculations for the fee, the proposed payments, and the statistical test.
- The county understands that the funds created from this program are to increase financial resources through the Medicaid/NJ FamilyCare program to support local hospitals in providing necessary services to low-income residents.
- The county understands that at least 90% of the fee amounts collected will be transferred to the state to be used as the non-federal share for federally matched hospital payments.
- The county understands that at least 1% of the fee amounts collected will be transferred to the state for the state's administrative costs.
- The county understands that fees to be collected may not exceed 2.5% of the net patient revenue of hospitals included in the fee program.
- The following FORMS and ATTESTATION must be submitted with the Fee and Expenditure Report for each hospital located in the county (Include all source documents)
 - Data Form for County Option Hospital Fee Program**
 - Preliminary DSH Calculation Template**
- Attestation**
Signed by each hospital located in the county.

ATTESTATION

NEW JERSEY COUNTY OPTION HOSPITAL FEE PILOT PROGRAM

FEE AND EXPENDITURE ATTESTATION

CERTIFICATION BY COUNTY OFFICER OR ADMINISTRATOR

I hereby certify that I have examined the Fee & Expenditure Report for the reporting periods specified and that to the best of my knowledge and belief it is true, correct and complete statement prepared from the county option hospital fee state data set created from reports submitted by the hospitals within the county's jurisdiction in accordance with applicable instructions, except as noted. I understand that misrepresentation or falsification of any information contained in this report may be punishable by criminal, civil and administrative action, fine and/or imprisonment under state or federal law.

Signed	<u>Joseph N. Divincenzo, Jr.</u>	County Officer or Administrator
Name:	<u>Joseph N. Divincenzo, Jr</u>	Full Name (Printed)
Title:	<u>Essex County Executive</u>	Date: 12 / 14 / 2020
Email Address:	<u>JoeDi @ admin.esscountynj.org</u>	

Appendix A**Licensed Hospitals within Essex County**

Hospital Name	Address	Hospital Ownership	Hospital Type
Clara Maass Medical Center	1 Clara Maass Drive, Belleville, NJ 07109	Not for Profit	Acute Care
Columbus Hospital LTACH	495 North 13th Street, Newark, NJ 07107	For Profit	Long Term Acute Care
East Orange General Hospital	300 Central Avenue, East Orange, NJ 07018	For Profit	Acute Care
Essex County Hospital Center	204 Grove Avenue, Cedar Grove, NJ 07009	Governmental, County	Psychiatric
Kessler Institute for Rehabilitation	1199 Pleasant Valley Way, West Orange, NJ 07052	For Profit	Rehabilitation
Mountainside Hospital	1 Bay Avenue, Montclair, NJ 07042	For Profit	Acute Care
Newark Beth Israel Medical Center	201 Lyons Avenue, Newark, NJ 07112	Not for Profit	Acute Care
St. Barnabas Medical Center	94 Old Short Hills Road, Livingston, NJ 07039	Not for Profit	Acute Care
St. Michael's Medical Center	111 Central Avenue, Newark, NJ 07102	For Profit	Acute Care
University Hospital	150 Bergen Street, Newark, NJ 07103	Governmental, State	Acute Care
East Orange Veterans' Affairs Medical Center	385 Tremont Avenue, East Orange, NJ 07018	Governmental, Federal	Acute Care

Appendix B**Hospital Consultative Activities prior to Fee and Expenditure Report Submission**

Activity	Date(s)
Invitation issued for all-county hospital zoom meeting scheduled for July 13.	7/6/2020
Introductory zoom meeting with hospitals.	7/13/2020
Issued e-mail to each hospital with project update including DHS data forms request, modeling progress, and informational links.	8/12/2020
E-mail and telephone responses to hospital inquiries in response to August 12 e-mail.	8/14/2020, 8/19/2020
Invitation issued for all-county hospital conference call scheduled for August 25.	8/20/2020
E-mail reminder for hospitals to complete the three DHS schedules.	8/21/2020
Conference call with all county hospitals to provide a project update and questions and answers session.	8/25/2020
E-mail request for 2019 cost reports and to schedule conference calls for each hospital.	8/29/2020
Individual conference calls with 8 of 10 hospitals within the county to review preliminary modeling components and outcomes (2 chose not to participate at this time).	9/1/2020 - 9/3/2020, 9/30/2020
Received 2019 cost reports and the three DHS schedules.	9/1/2020 - 9/15/2020
Additional contacts with single hospital to pursue scheduling review of preliminary modeling components and outcomes, data forms, and program information.	9/1, 9/9, 9/10, 10/19, 10/20/2020
E-mail to hospitals on Data Form and DSH Form revisions, following DHS instruction updates.	10/15/2020
Fielded questions from hospitals on form completion and revisions.	10/15/2020 - 11/12/2020
Received responses to request for form review and revisions.	10/15/2020-11/12/2020
Resent preliminary model to hospital, per request.	10/22/2020
E-mail follow-up with each hospital regarding outstanding DHS forms and documentation.	11/2/2020
E-mail to each hospital requesting comment on program proposal.	11/9/2020
Resolved questions, comments, and concerns from hospitals on program proposal.	11/9/2020 - 11/13/2020

Hospital Consultative Activities prior to Fee and Expenditure Report Submission Specifically for Columbus Hospital LTACH

Activity	Date(s)
Invitation issued for all-county hospital zoom meeting scheduled for July 13.	7/6/2020
Welcome to attend all-county hospital zoom meeting for project kick-off.	7/13/2020
Issued e-mail to each hospital, including Columbus, with project update including DHS data forms, modeling progress, informational links.	8/12/2020
Received delivery notifications from hospital leadership for e-mail sent August 12.	8/12/2020
Received read notification from hospital administrative staff for e-mail sent August 12.	8/12/2020
Invited to all-county hospital conference call scheduled for August 25.	8/20/2020
E-mail reminder for DHS forms by requested due date and county detailed contact information.	8/21/2020
Hospital leadership participated in all-county hospital conference call; committed to submitting the Columbus Hospital 2019 cost report on the conference call.	8/25/2020
E-mail to hospital leadership requesting 2019 cost report and meeting to review preliminary modeling.	8/29/2020
E-mail follow-up to hospital leadership requesting to meet to review and discuss preliminary options model, referring to previous e-mail and offering specific date and time along with flexibility for a different time. Follow up e-mail on data requests, cost report requests and meeting requests.	9/1/2020
Attempted to reach hospital executive by phone.	9/2/2020
E-mail to hospital leadership offering consultation with the hospital on a conference call, with the fee options model attached.	9/9/2020
E-mail to hospital leadership requesting preparation of 3 DHS schedules, attached to the e-mail and requesting the hospital's 2019 cost report.	9/10/2020
Delivery notifications received for hospital leadership for September 10 e-mail.	9/10/2020
Efforts continued, to obtain project contact with Columbus, including new contact possibility.	9/28/2020
Called hospital switchboard seeking name of contact and received name and e-mail address for new hospital leadership contact.	10/19/2020
Project introductory e-mail to new contact for Columbus. Fee options, DHS schedules, and program guidance were also attached.	10/19/2020
E-mail to new leadership contact offering to assist with any questions regarding information provided October 1 and asking if this person is the appropriate contact for the project.	10/20/2020
Delivery and read notifications received for new leadership contact on e-mail sent October 20.	10/20/2020
E-mail to new leadership contact, requesting assistance with hospital leadership contact for project, offering meeting, and providing project information.	11/2/2020
Received Delivery and Read receipts for November 2 e-mail.	11/2/2020
E-mail to hospital requesting comment on program proposal.	11/9/2020

Appendix C

Proposed Hospital Assessment Fee for Essex County

	<u>Assessment Basis</u>	<u>Assessment Rate</u>
Inpatient	Non-Medicare Discharges	\$1,250.52

Medicare ID	Medicaid ID	Hospital Name	Inpatient Assessment Units	Modeled Assessment
31-0002	4135008	Newark Beth Israel Medical Center (RWJBH)	13,544	\$ 16,937,043
31-0009	4135504	Clara Maass Medical Center (RWJBH)	5,858	\$ 7,325,546
31-0054	0139564	Mountainside Medical Center	5,909	\$ 7,389,323
31-0076	3675904	St. Barnabas Medical Center (RWJBH)	17,418	\$ 21,781,557
31-0083	4140001	East Orange General Hospital	3,345	\$ 4,182,989
31-0096	4140508	St. Michaels Medical Center	4,708	\$ 5,887,448
31-0119	3677001	UH - University Hospital	12,132	\$ 15,171,309
31-2024	N/A	Columbus Hospital LTACH	46	\$ 57,524
31-3025	N/A	Kessler Institute for Rehabilitation	1,955	\$ 2,444,767
			64,915	\$ 81,177,506
Total net patient revenue (inpatient and outpatient)				\$ 3,247,116,961
NJAC 10:52B-2.1 Limit (2.5% of total net patient revenue)				\$ 81,177,924
Fee Amount Over / (Under) Limit				\$ (418)

Appendix E
Proposed Hospital Expenditure Model for Essex County

Estimated Assessment		\$ 81,177,506
State (DHS) Portion	1%	\$ 811,775
Essex County Portion	9%	\$ 7,305,976
Estimated New Medicaid Hospital Funding	90%	\$ 73,059,755
Estimated Federal Medical Assistance Percentage (FMAP) for Managed Care		62%
Estimated New Medicaid Hospital Funding with Federal Matching Funds		\$ 192,262,514
MCO Administrative Fee for Health Plan Assessment	5%	\$ 9,613,126
Estimated New Medicaid Hospital Funding with Federal Matching Funds (less MCO administrative fee)		\$ 182,649,388

** Medicaid payment estimates incorporate an FMAP of 62% as communicated to participating counties by DHS. The MCO administrative fee for the State's health plan assessment is estimated to be 5% for administrative costs incurred by the Medicaid health plans.*

Estimated Uniform Per-Discharge Payment Increase - Class 1: General Acute Care Hospitals	\$ 6,712.69
Estimated Uniform Per-Discharge Payment Increase - Class 2: Specialty Hospitals (150% of Class 1)	\$ 10,077.28

Hospital Name	Hospital Class for Directed Payment		Medicaid Managed Care Data		Inpatient Directed Payment
	Payment	Medicare ID	Inpatient Discharges	Total IP Payments	
Newark Beth Israel Medical Center	1	31-0002	8,510	\$ 91,484,676	\$ 57,124,992
Clara Maass Medical Center	1	31-0009	3,885	\$ 24,667,076	\$ 26,078,801
Mountainside Medical Center	1	31-0054	1,447	\$ 9,533,093	\$ 9,713,262
St. Barnabas Medical Center	1	31-0076	3,599	\$ 38,231,249	\$ 24,158,971
East Orange General Hospital	1	31-0083	1,699	\$ 10,413,920	\$ 11,404,860
St. Michaels Medical Center	1	31-0096	1,860	\$ 13,165,770	\$ 12,485,603
UH - University Hospital	1	31-0119	5,600	\$ 73,284,855	\$ 37,591,064
Columbus Hospital LTACH	2	31-2024	5	\$ 2,000	\$ 50,386
Kessler Institute for Rehabilitation	2	31-3025	401	\$ 7,082,083	\$ 4,040,989
Total			27,006	267,864,720	

Appendix F

DHS Inpatient Discharges and Payments from Encounter Data

Hospital Name	Discharges				
	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Total
Newark Beth Israel Medical Center (RWJBH)	2,128	2,123	2,111	2,148	8,510
Clara Maass Medical Center (RWJBH)	1,019	985	1,021	860	3,885
Mountainside Medical Center	374	364	356	353	1,447
St. Barnabas Medical Center (RWJBH)	915	919	942	823	3,599
East Orange General Hospital	442	435	391	431	1,699
St. Michaels Medical Center	505	430	463	462	1,860
UH - University Hospital	1,418	1,395	1,348	1,439	5,600
Columbus Hospital LTACH	-	5	-	-	5
Kessler Institute for Rehabilitation	98	92	111	100	401
Total	6,899	6,748	6,743	6,616	27,006

Note 1

Hospital Name	Payments				
	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Total
Newark Beth Israel Medical Center (RWJBH)	\$ 21,698,934	\$ 21,744,439	\$ 23,844,806	\$ 24,196,497	\$ 91,484,676
Clara Maass Medical Center (RWJBH)	\$ 6,947,454	\$ 6,314,969	\$ 6,110,553	\$ 5,294,100	\$ 24,667,076
Mountainside Medical Center	\$ 2,710,127	\$ 2,325,225	\$ 2,123,729	\$ 2,374,011	\$ 9,533,093
St. Barnabas Medical Center (RWJBH)	\$ 10,763,324	\$ 9,637,127	\$ 9,201,528	\$ 8,629,269	\$ 38,231,249
East Orange General Hospital	\$ 2,706,350	\$ 2,821,555	\$ 2,441,342	\$ 2,444,673	\$ 10,413,920
St. Michaels Medical Center	\$ 3,362,407	\$ 3,331,006	\$ 3,311,912	\$ 3,160,444	\$ 13,165,770
UH - University Hospital	\$ 18,457,192	\$ 18,269,477	\$ 17,549,711	\$ 19,008,475	\$ 73,284,855
Columbus Hospital LTACH	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000
Kessler Institute for Rehabilitation	\$ 232,856	\$ 1,995,878	\$ 2,867,493	\$ 1,985,856	\$ 7,082,083
Total	\$ 66,878,644	\$ 66,441,676	\$ 67,451,075	\$ 67,093,325	\$ 267,864,720

Note 1: The DHS encounter data included an indication that Columbus Hospital LTACH had "< than 10 discharges" and "< than \$2,000" of payments. For modeling purposes, the midpoint of 5 discharges is utilized.