



# City of Fort Lauderdale Services Review

March 2026

# Today's Focus



**Marathon Health Review**



**Optimization**



**Align Strategy**



**Discussion**



**Operational Overview**

# Overview



Our goal is to provide **advanced primary care** for your members that **removes barriers to care while lowering costs** associated with the health plan



## Align Strategy

Clearly understand your vision, goals and values



## Operational Review

Understand health center structure



## Services & Growth

Discuss optimization & service opportunities

# Align Strategy



## **Discussion:** How can Marathon Health reinforce and support City of Fort Lauderdale ongoing Wellness and Benefits strategies?

- 1 What are your priorities?
- 2 What does success look like for you?
- 3 How can we support you with showcasing value?
- 4 What should be on our radar for the next 3 years?

# Our Partnership Highlights



**11+ years**

Tenure with Marathon Health



**7,958**

Total visits in 2025



**92**

An excellent patient NPS (Net Promoter Score)



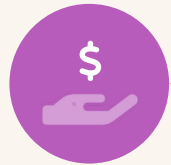
**77%**

Percentage of patients with 2+ visits during 2025



**70%**

Eligible employees have engaged



**83%**

Unique high-risk members making progress on key biometrics



**17.7%**

PMPY Less claims spend for Engaged Patients



# Driving value one patient at a time

## 1. Driving engagement

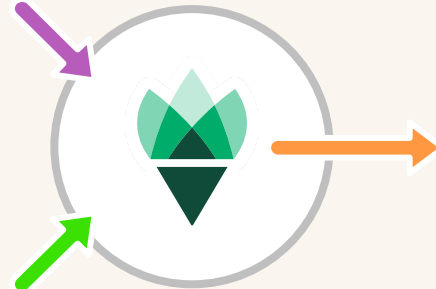
More members utilizing the service drives a larger impact (70% employee engagement)

51.3%

## 2. Improving health outcomes

More time with patients allows for improved health outcomes

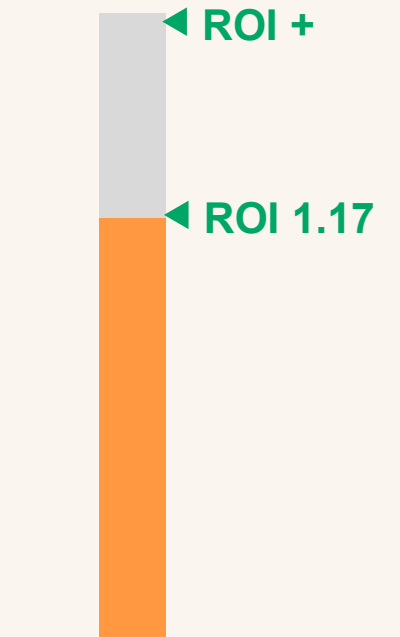
83%



\$1,151

## Return on Investment

Avg. PMPY cost for each engaged member was (\$1,151) or 17.7% less than non-engaged members



# Operational Review

# City of Fort Lauderdale Current Solution

- **Solution:** Partnership, 1 location
- **Eligibility:**
  - 3,609 Employees, spouses, & dependents
- **Current Annual Investment:**
  - \$1,314,033
- **Staffing:**
  - 0.9 MD
  - 1.8 NP/PA
  - 3.0 MA
  - 0.5 RDN
- **Contract details:**
  - Renewal term: 4/3/27

## Scope of Services

### Episodic Care & Wellness



- Sick visits
- Associated lab-work
- Minor injuries
- Same/next day appointments



### Primary Care

- Preventive care
- Annual physicals
- Diagnostic tests
- Chronic condition management

### Registered Dietician



- Weight Management
- Diabetes
- Food shopping
- Nutrition
- Recipes

# Capacity measurement

*Capacity is a measure of Schedulable Patient Time vs Utilized Patient Time*

**Marathon Health *max* capacity is 85%. Optimal capacity is 70-75%**

- Provides time needed administrative work, such as documentation, chart review, referral coordination, follow up and outreach, that is not included in the Schedulable Patient Time.
- It also allows clinical team availability to accommodate walk-in needs as well as occupational health management if needed

# Staff capacity

12m lookback

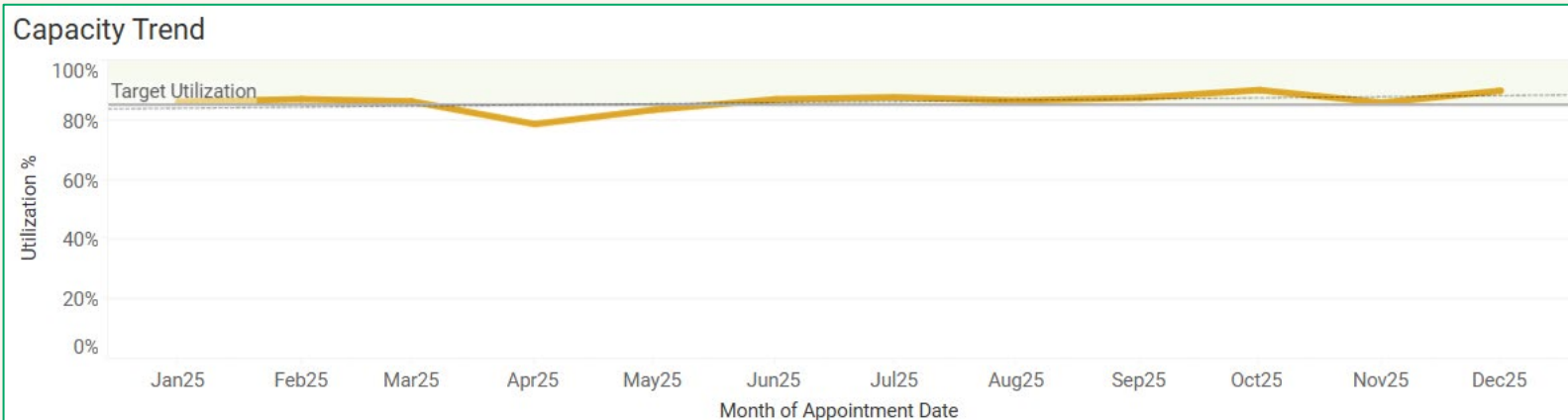
Schedulable Patient Hours	Utilized Hours	Open Hours	Utilization %	Provider Appts	Provider Appts Per Hour	Unique Providers	Avg. Appointment Length Minutes
3,710	3,186	524	86%	6,377	1.72	3	30

	Jan25	Feb25	Mar25	Apr25	May25	Jun25	Jul25	Aug25	Sep25	Oct25	Nov25	Dec25	Grand Total
Schedulable Patient Hours	331	292	256	362	295	264	360	333	317	333	286	282	3,710
Utilized Hours	284	253	220	283	245	229	314	287	276	299	245	253	3,186
Open Hours	47	39	36	79	50	35	46	46	41	34	42	30	524
Utilization %	86%	87%	86%	78%	83%	87%	87%	86%	87%	90%	85%	89%	86%
Provider Appts	595	494	449	569	480	457	629	572	547	598	479	508	6,377
Unique Providers	3	3	3	3	3	3	3	3	3	3	3	3	3
Provider Appts Per Hour	1.8	1.7	1.8	1.6	1.6	1.7	1.7	1.7	1.7	1.8	1.7	1.8	1.7
Avg. Appointment Length Minutes	29	31	29	30	31	30	30	30	30	30	31	30	30

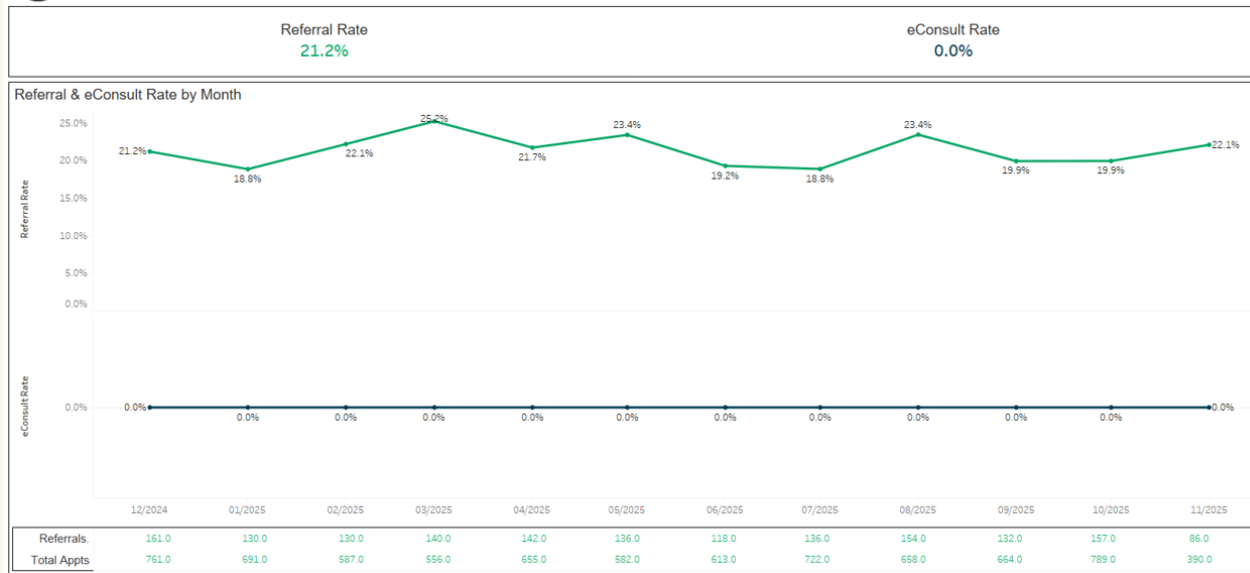
## Capacity Notes:

- Health center has reached the threshold of 86% max capacity
- Additional staffing will increase clinical bandwidth and allow for ease of patient access



# Phone calls & external referrals

## Total referrals, 12m lookback from Nov 25



## Overview

- 21% referral rate – significant time allocated to managing this patient care
- ~14.5K phone calls – significant portion of front desk’s day, with some missed patient opportunities due to inability to get to phone

## Total phone calls, 12m lookback from Nov 25

### 13,591 total incoming calls

- 8,351 answered (61%)
- 5,240 missed (39%)
  - 1,731 abandoned
  - 3,509 went to VM

# Optimization

# Operational efficiency service options



## Patient Support Team

Centralized service that assists with patient needs, including appointment scheduling, tech support, medication refills, and other common inquiries through phone, email, portal messages, faxes, and voicemails



## After Hours Care

Seamless care continuity outside business hours through licensed triage nurses and available providers, to reduce unnecessary ED visits and improve patient access



## Value-Driven Referrals

Centralized service specific to managing referrals to high-quality, low-cost in-network specialists using Garner Health Analytics combined wrap-around patient care coordination support



## E-consult

Marathon Health's eConsult services are designed to enhance clinical decision-making, reduce unnecessary referrals, and improve operational efficiency across its advanced primary care model.

Opportunities to increase operational efficiency for focused patient care and improved health outcomes

# Patient support team

Access to centralized Patient Support Team for common inquiries  
Mon - Fri 7am - 10pm, Sat 8am - Noon

## Convenient access

- Phone
- Portal/app messages
- Emails
- Faxes
- Voicemails

## Scope of services

- Appointment scheduling
- Tech support for portal & mobile app
- Incentive questions
- Incentive form entry
- Medication refill requests
- Transfer to health centers as needed/requested

## Service level goals

- 80% of calls answered within 30 seconds
- Messages answered within 4 Business Hours



# After-hours coverage

Seamless after-hours care continuity to improve access and reduce unnecessary ED visits

- ✓ Included in core advanced primary care service
- ✓ Staffed by licensed triage nurses + provider available for complex needs
- ✓ Uses Schmitt-Thompson triage protocols
- ✓ Full integration with EMR for documentation and coordination
- ✓ Direct scheduling of follow-ups, improving efficiency and patient experience

Improving access

**15 minute**  
average provider  
response time

## Patient Experience



Patient calls after  
business hours



Triage team follows  
escalation pathway



Patient managed through  
full EMR integration



Continuous monitoring of  
patient experience and KPIs

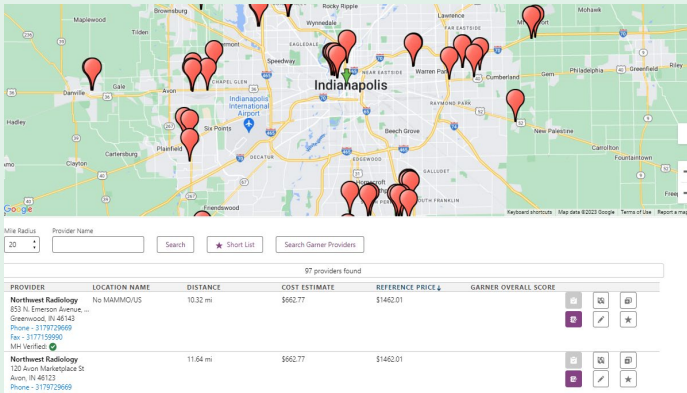
*New patients with no chart Hx receive triage support and referral to MH to establish care*

# A value-driven approach to referral management

Combining a high touch, patient-centric approach with best-in-class data on specialist performance

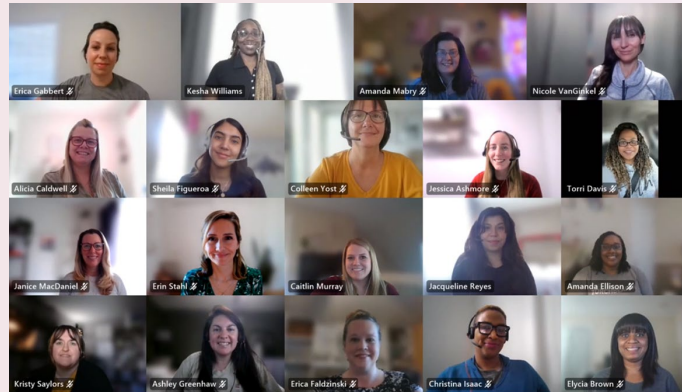
## Data-driven

Leverage advanced cost & quality data, as well as client preferences on networks & carveouts



## High touch support

Build trust, invest the time, and earn the right to help the patient make a provider selection



**Improved patient experience**

Net Promoter Score (NPS) average of 87

**Better health outcomes**

Referral compliance of 86%

**Greater total cost of care savings**

30-50% savings for top 3 procedure categories



## Specialist

- Over 140 specialties, including: Cardiology, Gastroenterology, and Dermatology
- Average response time: 3.5 business hours
- Able to provide ongoing, longitudinal specialty consults with provider



## Medical Provider

- Identifies patient
- Compiles patient history, records, test results, etc.
- Sends write-up to Rubicon MD specialist
- Receives a response
- Circles back with patient



# eConsults with Rubicon MD

The best referral is the one you don't have to make.

- ✓ **Reduces Cost:** Empowers medical providers to avoid unnecessary referrals for minimally complex patients; Book of Business **savings between \$500- \$750 per consult**
- ✓ **Faster Care:** Less complex issues resolved within the wellness center without months of waiting
- ✓ **Saves Time:** Integrating Rubicon can **optimize in-clinic treatment workflows**, reducing external referrals and associated administrative overhead

# LiveBetter removes barriers to care

## Treating the whole person by improving access & care continuity



In-person  
and  
virtual

### Experienced team

- Master’s-level and higher, licensed mental health clinicians
- Part of integrated primary care team to drive population health results

### Breadth of services

- Individual therapy
- Family therapy
- Couples therapy
- Wellness and mental health promotion
- Webinars and trainings
- Referrals
- Crisis intervention
- Assessment
- Treatment planning/coordination

### Dedicated onsite mental health

a dedicated mental health provider available is onsite for health center eligible members, with full continuity of care with the primary care team.

### Assessing the Need

Mental health is trending to the forefront of patient needs. Working to destigmatize mental health is needed more than ever, especially with a population of first responders.

Additionally, scarcity of behavioral health counselors in the community can lead to unmanaged patients.

An onsite Behavioral Health counselor can make a huge impact in supporting patient quality of life, both in and out of work, especially in a population that needs the support and can’t easily attain it through the community

# Services Discussion

## Opportunities

### Support Staff Capacity

- Centralize
  - Patient support team
  - Value Driven Referrals
  - After hours care
- Additional Staffing: 0.6 MA
  - Space considerations
  - There will be considerable capacity added with PST specifically

### Support Provider Capacity

- Centralize & Support
  - Value Driven Referrals
  - e-Consults
- Additional Staffing: 0.6 APP
  - Space considerations; virtual schedules
  - The centralized services are not going to significantly increase provider capacity

### Behavioral Health

- Limited access to care in community
- Space considerations; share room with RD, do virtual day, etc for now

# City of Fort Lauderdale Investment Summary

Requested Services Investment Summary		
	Monthly Fee	Annual Fee
Current Annual Fee*	\$115,608	\$1,387,296
Value Driven Referrals	\$4,229.33	\$50,752
Patient Support Team & After Hours	\$2,436.58	\$29,239
0.6 FTE Advanced Practice Provider	\$16,658.33	\$199,900
<b>Updated Annual Fee</b>	<b>\$138,932.21</b>	<b>\$1,667,187</b>

## Investment Notes:

- \*Current Annual Fee includes April 2026 escalation
- Pricing valid for 180 days
- Fees are assumed to increase annually
- Labs and Rx passed through
- Centralized services are fixed fee based off current eligible members (VDR/PST/After-hours) and provider staff (e-consults; includes net new APP)
- Annual FTE fee includes salary, benefits and taxes, licensing, ongoing training and support, insurance, and clinical/operational support, and support as well as provider equipment, training, recruitment, and onboarding salary

# City of Fort Lauderdale Optional Investments

Additional Services for Consideration		
Centralized Services	Dedicated Staff	
<b>Rubicon e-consults</b>	<b>0.6FTE BH</b>	<b>0.6 FTE MA</b>
\$12,600	\$109,360	\$73,121

**Investment Notes:**

- Pricing valid for 180 days
- Fess are assumed to increase annually
- Centralized services are fixed fee based off current eligible members (VDR/PST/After-hours) and provider staff (e-consults; includes net new APP)
- Annual FTE fee includes salary, benefits and taxes, licensing, ongoing training and support, insurance, and clinical/operational support, and support as well as provider equipment, training, recruitment, and onboarding salary

# Thoughts & Feedback



## Planning & Next Steps

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### Primary Focus

- Operational Centralized Support services ( PST, After hours, VDR, e-consults) to increase clinical support team bandwidth & streamline patient services
- Additional provider staff

### Secondary Focus

- Behavioral health services

### Future Focus

- **New location discussion:** additional services: Physical Therapy, Occupational Health, etc.

**In true  
partnership**

