



Nassau Queens Performing Provider System



*An Alliance for a Healthy Community*

# FUNDS FLOW DY1-DY2Q2

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Total Waiver Funds Available:	\$	70,827,504
Total Waiver Amount Earned:		69,318,791
Total Waiver Funds Flowed:		64,709,019
Undistributed Waiver Funds:		4,609,772

### Tier 1 Nassau Queens PPS Funds Flow April 1, 2015 - September 30, 2016

Expenditure Category	DY2Q2	DY2Q1	DY1Q4	DY1Q1-3	Total
Hospitals	9,957,615		10,000,000	36,000,000	55,957,615
Mental Health			2,000,000		2,000,000
PPS PMO	1,317,556	1,537,777	1,346,809	2,549,262	6,751,404
<b>Total Expenditures</b>	<b>11,275,171</b>	<b>1,537,777</b>	<b>13,346,809</b>	<b>38,549,262</b>	<b>64,709,019</b>

### Nassau Queens PPS Funds Flow DY1 through DY2Q2

April 1, 2015 through September 30, 2016

Last updated December 19, 2016

Total Funds Available:	\$ 70,827,504
Total Amount Earned:	69,318,791
Total Funds Flowed:	64,709,019
Undistributed Funds:	4,609,772

	CHS	LIJ	NUMC	NQP	Total
Tier 1 Funds Flow	\$ 19,319,205	\$ 19,319,205	\$ 19,319,205	\$ 6,751,404	\$ 64,709,019
Tier 2 Funds Flow:					
Implementation & Administration	3,182,368	4,831,003	2,409,303		10,422,675
Payments to Providers*:					
Primary Care Providers	193,152	488,250			681,402
Hospitals	2,796,239				2,796,239
Clinics	439,344				439,344
Nursing Homes		234,000			234,000
Community Based Organizations		130,650			130,650
<b>Total Tier 2 Funds Flowed</b>	<b>\$ 6,611,103</b>	<b>\$ 5,683,903</b>	<b>\$ 2,409,303</b>		<b>\$ 14,704,310</b>

\*Includes provider bonus payments, vendor payments, and revenue loss



**NQP Executive Committee Meeting  
June 23, 2015  
MINUTES**

Executive Committee Members in Attendance

Dr. Victor Politi	Michael Gatto
Craig Rizzo	Dr. Natalie Schwartz
David DeCerbo	Richard Brown
Harold McDonald	Terence O'Brien
Jeffrey Kraut	Robert Hettenbach
John Ciotti	Thomas Alfano
John Maher	Timothy Sullivan
Joseph Libertelli	Vincent DiSanti
Dr. Kristofer Smith	Warren Zysman
Laurence Kraemer - phone	

Executive Committee Members by Phone

Dr. Patrick O'Shaughnessy	Richard Miller
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PMO Staff in Attendance

	Dr. Laurie Ward
Allison Hall	Margaret Kennedy
Apurvi Mehta	Megan Ryan
Chanukka Smith	Roy Cordes
David Nemiroff	Olawale Akande

Others in Attendance

Dominick Alese	Robert Heatley
Jeffrey Thrope	Diane Bachor
Meryl Price	William Armstrong
Robert Ginsberg	Farooq Ajmal

Meeting called to order: 3:15PM

**Review of Minutes from May 26, 2015 Executive Committee Meeting**

- o Motion to accept the minutes of 5/26/15 Executive Committee Meeting J Libertelli
- o Seconded J Ciotti
- o Unanimously approved

**Formal Installation of Executive Committee Members**

- o Motion to install the 21 members of the Executive Committee T Sullivan
- o Seconded J Libertelli
- o Unanimously approved

## **Organizational Implementation Plan**

The Organizational Work Streams along with 2ai were submitted June 1, 2015. Meryl Price reported that the plan included receivables, timeframes and work streams. This was sent to the Executive Committee via e-mail prior to submission and approved by e-mail vote for the June 1 submission.

The next part of the Implementation plan focusing on the Work Groups is due July 31. The outline for that plan should be available by July 1. The July 31 plan will focus by project. Ms. Price created a mock milestones and deliverables template to start with until we get the actual plan. In addition to the final Implementation Plan we will also have to submit our first quarterly report on July 31, 2015. The template for that submission has not yet been released.

Additional Information discussed:

The baseline data is claims based. The PPS has received their baseline data where applicable and where the state had data to provide. For the metrics that the state did not have data to provide they will use the 1<sup>st</sup> year will serve as baseline data. A discussion regarding PHI (Protected Health Information) addresses and scrambled geocodes ensued. The PPS will need data by patient and location to ensure we have the best chance of success on achieving the metrics.

The timeline is based on quarters are based on the New York State Fiscal Calendar of April-March. For actively engage patients the PPS will be measured annually at 80% of their stated volume per their application unless NYS DOH changes the metric.

We will be using Performance Logic software, a web-based application that covers project prioritization, planning, implementation, monitoring and analysis. It is hoped that the software will be a depository for PPS-wide information to help each HUB consolidate their data into a single reporting structure.

## **Sub Committee Updates**

### Finance

- The committee met to discuss a voucher system and the process for the distribution of funds.
- The \$42 Million already distributed to NUMC by the New York State Department of Health, following Inter-government Transfers (IGTs) that provide the local share requested by the State, is being held in a separate NUMC account for the PPS.
- \$6 Million will be held in reserve for the PMO and related expenses.
- An additional \$6 Million will be held in reserve for the PPS.
- Each Hub will receive an allocation of \$10 Million.
- How will each HUB account for their spending of fund that are distributed to them?
- The committee is requesting that the Executive Committee approve distributing \$10 Million now to each HUB to cover financial commitments and expenses already incurred within the parameters of the grant. The funds will be sent by wire transfer.
- The voucher protocol should be consistent with all the HUBS.
- Monies should be sent directly to the HUB offices

- o Motion to approve \$10Million to each Hub for a total of \$30 Million was approved. The Committee then agreed to an immediate transfer of \$5 Million to each HUB for a total of \$15 Million. The remaining \$15 Million will be in escrow until a more finalized funds flow model can be approved. The remaining \$12 Million will be used for the PMO office, \$6 Million and a reserve of \$6 Million for the PPS.

J. Kraut

M Gatto

- o Seconded
- o Unanimously approved

The members of NQP LLC will convene after today's Executive Committee meeting to vote Individually on the above motion.

#### IT

- Gap Analysis is a required DSRIP deliverable. KPMG and Intrepid are under consideration as vendors for this service. KPMG has a more comprehensive program and both vendors require additional vetting. The KPMG proposal for \$161,000 encompasses the full analysis and travel. The committee is requesting that the Executive Committee approve allotting no more than \$161,000 for the vendor selected.

- o Motion to approve up to \$161,000 for the contract with a Gap Analysis vendor.

J Kraut

T Sullivan

- o Seconded
- o Unanimously approved

#### **Clinical Outcomes:**

This committee is scheduled to meet next week.

#### **Workforce**

This committee is not yet scheduled.

**A list of Executive Committee dates was provided to the Committee.**

#### **NYS DOH Updates**

##### Performance Metrics

- Jeff Thrope discussed the data books that have previously been submitted to the HUB leads and all committee members. This data book is how the PPS will be measured as discussed above. The data in this will be used to determine if the PPS is meeting the metrics and if they are achieving the high performing metrics as well.
- Funds Flow Webinar available on the DOH website as of 6/24/15.

#### **Approval of Health Policy Matters Contract Extension to complete 7/31/15 Implementation Plan**

- An extension of the contract was warranted due to changes in the delivery timeframe for the Implementation Plan.
- Terms of the contract are:
  - Original contract already approved \$379,000.
  - Website already approved \$30,000.
  - CRM database already approved \$20,000.
  - Work already done but not approved \$175,000. (More detail provided to committee)

Training and final implementation plan submitted with term ending August 15, 2015 - \$150,000.

- Motion to accept the Health Policy matters Contract Extension J Kraut
- Seconded H McDonald
- Unanimously approved.

### **Project Advisory Committee - PAC**

- Over 120 attendees at the meeting on 6/16/15. Each project lead reported out and was available for questions.

### **SUGAR Contract**

- SUGAR is a content management and email system used to enhance communication within the PPS. The contract allows for the option to add additional licenses as needed. It is user friendly and has more features than the other system that were researched along with half the price of Salesforce.com.
  - Motion to purchase SUGAR for \$7760. J Kraut
  - Seconded J Maher
  - Unanimously approved.

### **Compliance**

- Compliance update provided and materials distributed by Megan Ryan.
- BAAs (“Business Associate Agreements”) between NUMC – CHS – LIJ were filed with the state for purposes of accessing and sharing data. These were attachments to the original DEAA that was previously filed.
- A compliance outline based on Implementation Plan is being drafted to be finalized with the Executive Committee. This metric is due in December, 2015.
- Six additional MAPP users were added for a total of eleven from the NQP– up to 12 are allowed – names must be submitted by July. A list of users was distributed.
- LIJ raised the filing of a Conflict of Interest Questionnaire to be filled out by all committee members. Discussion followed. It was agreed upon that questionnaires will be distributed at the next Executive Committee meeting.
- Three User Identity Attestations were filed with DOH. GNYHA DSRIP overview provided.

Executive Committee Adjourned – 4:00PM



MINUTES  
Of Meeting of the Members of  
Nassau Queens Performing Provider System, LLC ("NQP")  
Held at Nassau University Medical Center on December 17, 2015

**Present for Members:**

For NUMC: Victor Politi, M.D.  
For NSLIJ: Jeffrey Kraut  
For CHS: Terence O'Brien

**Also Present:**

John Maher (NUMC)	Margaret Kranz, Esq. (CHS)
Thomas Alfano, Esq. (NUMC)	Jerrold Hirsch (LIJ)
Craig Rizzo, Esq. (NUMC)	Laurence Kraemer, Esq. (LIJ)
Robert Ginsburg (CHS)	Megan Ryan, Esq. (NQP)
David DeCerbo, Esq. (CHS)	Jeffrey Thrope, Esq. (NUMC)

At the outset, each Member executed a Waiver of Notice of this Meeting. Dr. Politi then called the meeting to order, and proceeded with the Agenda, in the order covered in these Minutes. The Agenda items are reproduced at the beginning of each section, in italics.

*1. Execution of Waivers of Notice.*

Execution of Waivers of Notice, attached to these Minutes, was accomplished prior to the start of the meeting.

*2. Approval of the minutes of the Meeting of the Members held on December 11, 2015.*

Upon Motion by Mr. Kraut, seconded by Mr. O'Brien, the Minutes of the meeting of the Members on December 11, 2015 were unanimously approved as presented.

*3. Approval of distribution of proceeds from project valuation pool and equity infrastructure pools equally among Members One-third (33 1/3 %) NUMC, One-third (33 1/3 %) CHS and One-third (33 1/3 %) LIJ.*

Upon motion by Mr. O'Brien, seconded by Mr. Kraut, the following Resolution was unanimously adopted:

Based upon review of attribution provided by the New York State Department of Health, and in accordance with the Operating Agreement/Term Sheet of NQP, it is hereby RESOLVED that of proceeds received from the project valuation pool and equity infrastructure pools, after provision for NQP costs, shall be equally among Members One-third (33 1/3 %) NUMC, One-third (33 1/3 %)

CHS and One-third (33 1/3 %) LIJ.

*4. Approval to distribute \$5 Million in funding to each HUB by December 15, 2015.*

Upon motion by Mr. Kraut, seconded by Mr. O'Brien, it was unanimously Resolved that the \$5 Million in funding designated for each Hub in a Resolution on June 23, 2015, be released to the Hubs by December 22, 2015, provided that, by voting for this Resolution, each Hub agrees: (a) to expend the funds consistent with the DSRIP Program Terms and Conditions and the NQP Operating Agreement/Term Sheet; and (b) to maintain detailed records of all expenditures and provide such reports as are required by NQP.

Following adoption of this Resolution, there was discussion regarding the reporting process, and Mr. DeCerbo noted that each Hub would file required reports with NQP, for review and consolidation into required PPS-level reports. Mr. DeCerbo also noted that the Compliance Officer would review the reports and request additional information, if needed, in a form consistent with state requirements.

*5. Approval to distribute any remaining funds from the original distribution held in reserve by December 24, 2015.*

The potential release of the \$6 Million in reserves established in the June 23, 2015 Resolution was discussed, and a consensus was reached that more information concerning spending to date at the PPS level, particularly the Project Management Office (PMO), would be needed in order to assess whether or what level of reserves are required. The Members therefore agreed to defer discussion of this item until to the adjourned meeting on December 22, 2015. Mr. Maher indicated that he would present information on amounts spent to date, and asked each Hub leader to provide any claims for reimbursement that they may have, so they can be reviewed and included, if appropriate. Mr. O'Brien noted that the cost of services provided by Premier and legal bills of Foley & Lardner, LLP attributable to NQP should be included as well.

*6. Motion to amend the Operating Agreement to make the approval of the following items added to the list of items requiring a unanimous vote of the Members:*

- a. the operating and capital budgets,*
- b. amendment of the Articles of Organization,*
- c. the appointment of the Executive Director, Medical Director, Compliance Officer and any other senior manager of the PPS,*
- d. the approval of any consulting contracts in excess of \$50,000 per year, and*
- e. the appointment of the financial fiduciary as referenced in Section 1.g of the Operating Agreement.*

Item 6 on the Agenda was deferred at the request of Dr. Politi.

*7. Approval of the operating and capital budget for 2016.*

Following discussion, it was agreed that, without action on Item 6, the Operating and Capital budget would be presented to the NQP Executive Committee.

*8. Approval of the extension amendment of the Premier Management agreement for 2016.*

The Members discussed NQP's general intention to arrange for the replacement of consultants as quickly as possible, coupled with the potential need to extend the Premier consultants from the current expiration date of their contract on March 21, 2016 to June 30, 2015. Even with such an extension, there would be an ongoing transition and reduction in Premier staff and fees as PPS staff is put in place. Mr. Thrope noted that the existing Premier contract contains language allowing for the reduction of Premier staff and concomitant reduction in Premier fees, as PMO staff is hired. There also was discussion of adding a finance function to the Premier contract sooner, based on the original proposal submitted by Premier in response to the NQP RFP. Mr. O'Brien noted that this could include a "fiduciary" function, i.e., the managing of funds at the PPS level and maintaining financial records, as well as assessment of the financial stability of participating providers in the PPS. Dr. Politi indicated that further review of these issues was needed, and no action was taken.

*9. Appointment of David Nemiroff as Executive Director (.7 FTE).*

Following discussion, upon motion by Mr. Kraut, seconded by Mr. O'Brien, it was unanimously Resolved that David Nemiroff be appointed as NQP's Executive Director, at the level of .7 FTE, as a leased employee; and it was further Resolved that NQP should prepare a contract with the appropriate party or parties to effectuate this decision; and it was further Resolved that NQP continue to provide funding for Mr. Nemiroff's services until such contract is in place.

In the discussion before and after unanimous adoption of the Motion, several questions were raised concerning the logistics of the employee leasing arrangement, and Dr. Politi undertook to provide more details and responses to the concerns that were raised.

*10. Appointment of Premier to act as Fiduciary.*

This item was discussed in connection with item 8 above, and no action was taken.

*11. Motion to authorize management to implement the LLC structure as outlined in Section 1.b of the Operating Agreement by December 31, 2015.*

Mr. O'Brien read the referenced paragraph in the Operating Agreement, and Mr. Thrope pointed out that all of the specified items had been completed, including, for example, filing of the necessary documents with the Secretary of State by Mr.

Kraemer, installation of the Executive Committee as the governing body of NQP, and opening bank accounts. Mr. O'Brien then clarified that this item was meant to propose that NQP put the necessary arrangements in place to employ individuals directly for the Project Management Office (PMO). Dr. Politi noted that, per the prior discussion, NUMC will consider these issues and respond, noting that staff is in place currently.

*12. Appointment of professional advisors for the LLC.*

The Members requested that RFPs be prepared for an accounting firm, and legal counsel for NQP. Discussion ensued concerning whether an actuary might be needed, and the Members agreed that an RFP for an actuary would not be needed at this time.

*13. New Business.*

No Member raised any items of New Business.

Upon motion duly made and seconded, the Meeting was adjourned to continue on Tuesday December 22, 2015 from 1:30 PM to 3:00 PM.

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CONTINUED MINUTES  
Of Meeting of the Members of  
Nassau Queens Performing Provider System, LLC ("NQP")  
Held at Nassau University Medical Center and by Conference Telephone  
on December 30, 2015

**Present for Members:**

For NUMC: Victor Politi, M.D.  
For NSLIJ: Jeffrey Kraut  
For CHS: Terence O'Brien

**Also Present:**

John Maher (NUMC)  
Thomas Alfano, Esq. (NUMC) (for the first 15 minutes of the meeting)  
Harold McDonald (NUMC)  
Robert Ginsburg (CHS)  
David DeCerbo, Esq. (CHS)  
Margaret Kranz, Esq. (CHS)  
Jerrold Hirsch (LIJ)  
Megan Ryan, Esq. (NQP)  
Jeffrey Thrope, Esq. (NUMC)(by conference telephone)

Dr. Politi Called the meeting to order at 10:00 A.M., and noted that this is the continuation of the Members meeting that began on December 17, 2015, and was adjourned by unanimous Resolution, to re-commence on December 22, 2015, and

was further adjourned by unanimous Resolution, to re-commence on December 30, 2015, so that certain items that were not resolved at the earlier meeting could be addressed further, in accordance with the Agenda adopted at the earlier meeting.

The first item discussed was the Project Management Office Budget. John Maher presented a proposed Budget, showing reduced fees for Premier through June 30, 2016, and an accelerated move to recruit individuals to serve in those positions by July 1, 2016. Mr. Maher noted that it is assumed that finance staff will be recruited as soon as possible, perhaps as early as January 2016.

Discussion ensued concerning the need for additional finance staff as soon as possible, with Mr. O'Brien expressing the need for at least one person immediately. Dr. Politi suggested that the finance position be advertised right away. Further discussion focused on whether a Request For Proposals is required, or whether the PEO could begin to fulfill the role as hiring entity now. Mr. O'Brien suggested that NQP should issue an RFP. In the ensuing discussion, Mr. O'Brien and Mr. Kraut confirmed their view that NQP should hire PMO staff as quickly as possible. Dr. Politi indicated that the PEO is a viable approach, and it was noted that hiring through the PEO was contemplated in the Term Sheet/Operating Agreement. The Compliance Officer was asked to provide direction on whether an RFP is required.

Following discussion, upon motion duly made by Mr. O'Brien and seconded by Dr. Politi, it was unanimously RESOLVED that the Budget for the Project Management Office (PMO) is approved as presented, in the amount of \$5,300,000, subject to the caveat that approval of the budget is a separate issue from the mechanism for hiring of PMO staff.

The request for the Compliance Officer to provide guidance concerning the selection process for financial management in Section 1(g) of the Term Sheet/Operating Agreement, and the process for NQP to retain an entity to provide administrative, human resources and other employee leasing or similar services to NQP.

Mr. O'Brien made a further Motion to release to the Hubs before the end of 2015 the reserves in the amount of \$6 Million that are being held at the NQP level. Dr. Politi seconded the motion, and it was unanimously adopted.

Dr. Politi made a motion to approve extension of the Premier contract through June 21, 2016, with the same terms and conditions, at a total cost of \$1,299,514. Mr. O'Brien seconded the motion and it was unanimously adopted.

Following further discussion, Dr. Politi made a motion to approve reimbursement to LIJ and/or its affiliates for payments to Health Policy Matters (HPM) for its work on the DSRIP Application, the Implementation Plan and related activities, not to exceed \$754,400, which is the maximum of the HPM contract and the extension that was previously approved. The motion was unanimously adopted.

Finally, Dr. Politi made a motion, seconded by Mr. O'Brien, and unanimously adopted, to adjourn the meeting.