



New York Department of Health
Delivery System Reform Incentive
Payment (DSRIP) Program

DSRIP Scoring Summary:

Finger Lakes PPS

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

PPS Name: Finger Lakes PPS

PPS Lead Organization: Rochester General Hospital and University Hospital Rochester

PPS Service Counties: Allegany, Cayuga, Chemung, Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Steuben, Wayne, Wyoming, Yates

Total Attributed Population: 279,678

Goals of the PPS:

1. Improve health through system reforms, prevention, early detection, and delivery of integrated care
2. Provide patient-centered, appropriate care through health literacy and provider sensitivity
3. Increase access to primary care to ensure the right care is delivered at the right place and time

Network Composition:

Provider Types	Total Providers in Network
Primary Care Physicians	973
Non-PCP Practitioners	3,043
Hospitals	28
Clinics	57
Health Home / Care Management	36
Behavioral Health	197
Substance Abuse	29
Skilled Nursing Facilities / Nursing Homes	68
Pharmacy	13
Hospice	6
Community Based Organizations	110
All Other	1,482



Projects Selected – Summary Table

Project Selection	Project Title	Index Score	Number of PPS' Pursuing Project	% of PPS' Selecting Project
2.a.i	Create Integrated Delivery Systems that are focused on Evidence-Based Medicine / Population Health Management	56	22	88%
2.b.iii	ED care triage for at-risk populations	43	13	52%
2.b.iv	Care transitions intervention model to reduce 30-day readmissions for chronic health conditions	43	17	68%
2.b.vi	Transitional supportive housing services	47	1	4%
2.d.i	Implementation of Patient Activation Activities to Engage, Educate and Integrate the uninsured and low/non-utilizing Medicaid populations into Community Based Care	56	14	56%
3.a.i	Integration of primary care and behavioral health services	39	25	100%
3.a.ii	Behavioral health community crisis stabilization services	37	11	44%
3.a.v	Behavioral Interventions Paradigm (BIP) in Nursing Homes	40	1	4%
3.f.i	Increase support programs for maternal & child health (including high risk pregnancies) (Example: Nurse-Family Partnership)	32	4	16%
4.a.iii	Strengthen Mental Health and Substance Abuse Infrastructure across Systems	20	13	52%
4.b.ii	Increase Access to High Quality Chronic Disease Preventive Care and Management in Both Clinical and Community Settings	17	11	44%
	Cumulative Index Score	430		
	PPS Rank by Cumulative Index Score	2		

Organizational and Project Scoring Summary Tables

Organizational Component Scores

Please note, the organizational component score is worth 30% of the final score with the Project score representing 70% of the overall score for each DSRIP project.

Section Points Possible		Reviewer Scores						Subjective Scores				Objective Score	Final Org Score ²
Section	Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score ¹	Workforce Score	
Executive Summary	Pass/Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	N/A	Pass
Governance	25	24.02	23.67	24.33	25.00	21.85	25.00	24.18	23.98	24.40	24.40	N/A	24.40
Community Needs Assessment	25	25.00	25.00	25.00	25.00	25.00	23.33	25.00	24.72	25.00	25.00	N/A	25.00
Workforce Strategy	20	16.00	15.83	15.67	16.00	14.68	16.00	15.92	15.70	15.90	15.92	2.67	18.58
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	5.00	5.00	4.44	5.00	4.50	5.00	5.00	4.82	4.82	5.00	N/A	5.00
PPS Cultural Competency/Health Literacy	15	15.00	14.17	15.00	15.00	15.00	15.00	15.00	14.86	15.00	15.00	N/A	15.00
DSRIP Budget & Flow of Funds	Pass/Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	N/A	Pass
Financial Sustainability Plan	10	10.00	10.00	8.89	10.00	9.26	10.00	10.00	9.69	9.85	10.00	N/A	10.00
												Total	97.99

¹ **Selected Subjective Score** is the highest of the median, average, and trimmed average

² **Final Org Score** is the sum of the *Selected Subjective Score* and *Workforce Score*

Project Scores

Please note, the project scores are worth 70% of the final score with the Organizational score representing 30% of the overall score for each DSRIP project.

Points Possible		Reviewer Scores						Subjective Scores				Objective Scores		Total Project Score ²
Project #	Subjective Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score ¹	Scale Score	Speed Score	
2.a.i	40	40.00	40.00	40.00	40.00	36.67	40.00	40.00	39.44	40.00	40.00	15.86	32.50	88.36
2.b.iii	20	20.00	20.00	18.67	20.00	18.67	20.00	20.00	19.56	19.56	20.00	29.87	36.25	86.12
2.b.iv	20	20.00	20.00	20.00	20.00	18.67	20.00	20.00	19.78	20.00	20.00	27.83	31.56	79.38
2.b.vi	20	20.00	20.00	20.00	20.00	18.33	20.00	20.00	19.72	20.00	20.00	40.00	40.00	100.00
2.d.i	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	40.00	33.50	93.50
3.a.i	20	20.00	20.00	20.00	20.00	18.67	20.00	20.00	19.78	20.00	20.00	29.42	33.50	82.92
3.a.ii	20	20.00	20.00	20.00	20.00	18.67	20.00	20.00	19.78	20.00	20.00	28.41	33.50	81.91
3.a.v	20	20.00	20.00	20.00	18.33	18.33	20.00	20.00	19.44	19.44	20.00	40.00	40.00	100.00
3.f.i	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	38.69	36.00	94.69
4.a.iii	100	100.00	100.00	100.00	100.00	94.44	100.00	100.00	99.07	100.00	100.00	0.00	0.00	100.00
4.b.ii	100	100.00	100.00	100.00	100.00	94.44	100.00	100.00	99.07	100.00	100.00	0.00	0.00	100.00

¹ **Selected Subjective Score** is the highest of the median, average, and trimmed average

² **Total Project Score** is the sum of *Selected Subjective Score*, *Scale Score*, and *Speed Score*



Final Application Score Calculation

30% Organizational Score, 70% Project Score + Bonuses

Project #	Organizational Score	Weighted Organizational Score (0.3)	Project Score	Weighted Project Score (0.7)	Bonus (2.a.i IDS)	Bonus (Workforce)	Bonus (2.d.i Project)	Final Application Score
2.a.i	97.99	29.40	88.36	61.85	3.00	1.00	TBD	95.25
2.b.iii	97.99	29.40	86.12	60.28	N/A	1.00	TBD	90.68
2.b.iv	97.99	29.40	79.38	55.57	N/A	1.00	TBD	85.96
2.b.vi	97.99	29.40	100.00	70.00	N/A	1.00	TBD	100.00
2.d.i	97.99	29.40	93.50	65.45	N/A	1.00	TBD	95.85
3.a.i	97.99	29.40	82.92	58.04	N/A	1.00	TBD	88.44
3.a.ii	97.99	29.40	81.91	57.34	N/A	1.00	TBD	87.73
3.a.v	97.99	29.40	100.00	70.00	N/A	1.00	TBD	100.00
3.f.i	97.99	29.40	94.69	66.28	N/A	1.00	TBD	96.68
4.a.iii	97.99	29.40	100.00	70.00	N/A	1.00	TBD	100.00
4.b.ii	97.99	29.40	100.00	70.00	N/A	1.00	TBD	100.00

Organizational Scoring – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Executive Summary	Pass	Pass/Fail	<ul style="list-style-type: none"> PPS’ Executive Summary received passing evaluation from all scorers 	
Governance	24.40	25	<ul style="list-style-type: none"> Given the fact that region includes 13 counties, there are a number of challenges that the governance structure successfully addresses Response effectively outlines how the organizational structure will evolve throughout the years of the program period Discussion of roles and responsibilities of the executive steering committee and other workgroups is outstanding 	<ul style="list-style-type: none"> Response identified members but did not specifically identify the roles and responsibilities for each member More detail could be provided concerning an actual person or a well-thought out approach of the role of the compliance officer within the organization Response does not describe in detail how final decisions will be rendered, should consensus not be reached with the governing committee Response does not address in detail how metrics or benchmarks will be used in discussion regarding performance
Community Needs Assessment	25.00	25	<ul style="list-style-type: none"> The PPS has identified that one third of the region lives in a health professional shortage area, and the project selection appear to reflect a need to address this need Response sufficiently describes the existing healthcare infrastructure and environment, including the number and types of healthcare providers available to the PPS Response sufficiently outlines existing community resources, including the number and types of resources in the community Response adequately describes the health and behavioral health service gaps, as well as excess capacity, that exists in the community Response successfully explains stakeholder and community engagement process undertaken in developing the CNA 	<ul style="list-style-type: none"> Response addresses language limitations within the community, but response does not specifically address health literacy limitations due to inadequate community data Recognizes overall need for outreach and collaboration with community resources but does not specifically address each community resource type with aggregate counts of zero in the PPS network according to the table in Resources 1 Response regarding maternal and child health does not address high risk pregnancies and birth defects

Section	Subjective Points	Points Possible	Strengths	Comments
Workforce Strategy	15.92	20	<ul style="list-style-type: none"> • Finger Lakes Workforce Strategy (FLWS) that will be operational throughout five Naturally Occurring Care Networks (NOCN) comprehensively addresses workforce needs of the DSRIP program • Response successfully summarizes how existing workers will be impacted by possible staff redeployment, retraining, and reductions to workforce • Response sufficiently describes the process for retraining identified employees and job functions • Response effectively describes the process and potential impact of redeployment approach • Response effectively explains how PPS has and will continue to engage the frontline workers in the planning and implementation of system change 	<ul style="list-style-type: none"> • Response was not detailed in terms of efforts to mitigate any impact existing employees' wages and benefits; particularly in light of 66% of providers who expect an impact on current employees' wage and benefits
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	5.00	5	<ul style="list-style-type: none"> • Finger Lakes demonstrated commitment to connect to three RHIOs to cover naturally occurring networks • Response successfully identifies the organizational unit within the organizational structure that will be accountable for reporting results and making recommendations on actions requiring further investigation into PPS performance • Response sufficiently describes the organizational relationship of the RCE unit to the PPS' governing team 	<ul style="list-style-type: none"> • Response does not provide any information regarding how the PPS participants will conform to PHI policies and procedures • More details are needed in the description of how the RCE results will be used to demonstrate how those results will be shared with the provider community • Deeper explanation needed of how the RCE would be "agile" or how "iterative change" would be defined • The description of interoperability among EHR systems and how specific data systems will be applied is too high level



Section	Subjective Points	Points Possible	Strengths	Comments
Cultural Competency/Health Literacy	15.00	15	<ul style="list-style-type: none"> • Response describes, in detail, the responsibilities of the cultural competency workgroup • Response effectively describes the ongoing processes the PPS will implement to develop a culturally competent organization and a culturally responsive system of care • Response describes a successful plan to improve and reinforce health literacy of patients 	<ul style="list-style-type: none"> • Response does not clearly indicate an intent to contract with CBOs
DSRIP Budget & Flow of Funds	Pass	Pass/Fail	<ul style="list-style-type: none"> • PPS received passing evaluation of all five Budget & Flow of Funds categories from all scorers 	
Financial Sustainability Plan	10.00	10	<ul style="list-style-type: none"> • Response sufficiently describes the assessment the PPS has performed to identify financially challenged partners at risk for financial failure • Response articulates the PPS' vision for transforming to value based reimbursement methodologies and engaging Medicaid managed care organizations in this process • Response clearly explains how the PPS will sustain outcomes after the conclusion of the program 	<ul style="list-style-type: none"> • No significant weakness identified for this section
Final Organizational Score	97.99	100		

Bonus Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Bonus Points – Population Health Management	3.00	3	<ul style="list-style-type: none"> PPS has population health management experience with New York Medicaid population Response clearly identifies how the PPS has engaged key partners with proven population health management skill sets 	<ul style="list-style-type: none"> No significant weakness identified for this section
Bonus Points - Workforce	1.00	3	<ul style="list-style-type: none"> PPS intends to contract with an entity that has proven healthcare workforce restructuring experience to help carry out the PPS' workforce strategy of retraining, redeploying, and recruiting employees 	<ul style="list-style-type: none"> PPS has not finalized a contract with a proven healthcare workforce vendor at time of application
Bonus Points – 2.d.i	TBD	TBD	<ul style="list-style-type: none"> PPS is pursuing project 2.d.i 	



Project Scoring - Narrative Summaries

Project 2.a.i

PPS Name: Finger Lakes PPS

DSRIP Project Number: 2.a.i

DSRIP Project Title: Create Integrated Delivery Systems that are focused on Evidence Based Medicine/ Population Health Management

Number of PPS' Pursuing This Project: 22

Final Application Score

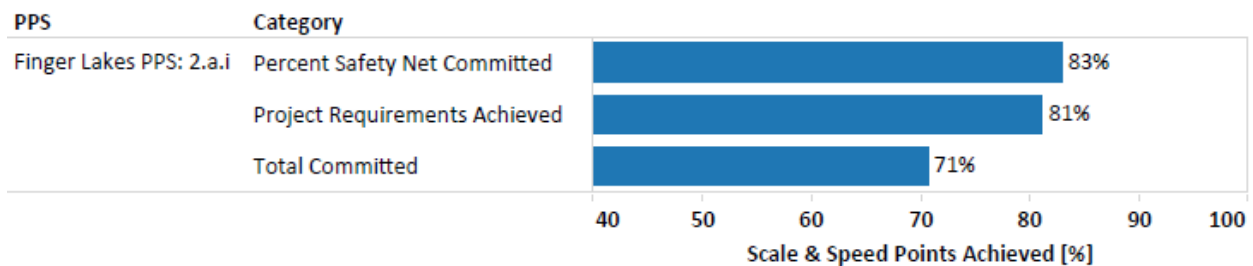
95.25

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
40.00	40	<ul style="list-style-type: none"> Response effectively links CNA's findings with project design and sites included Response provides a sufficient summary of the current assets/resources to be mobilized for this project Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addressed 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 2.a.i	Percent Safety Net Committed	62.63%	8.30	10
	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	3722	7.08	10





Project 2.b.iii

PPS Name: Finger Lakes PPS

DSRIP Project Number: 2.b.iii

DSRIP Project Title: ED care triage for at-risk populations

Number of PPS' Pursuing This Project: 13

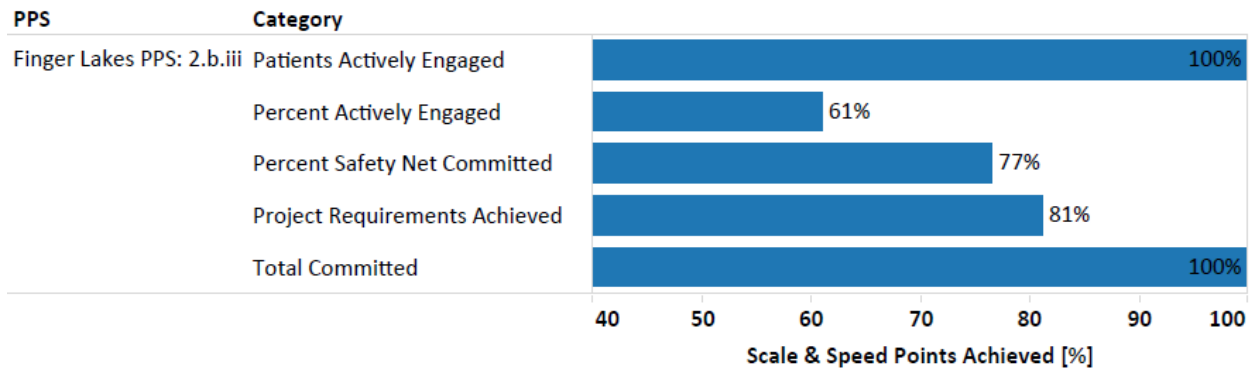
Final Application Score
90.68

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addressed Response clearly outlines PPS' plans to coordinate on this project with other PPSs in overlapping area 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 2.b.iii	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	6.44%	12.21	20
	Percent Safety Net Committed	44.26%	7.66	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	18	10.00	10





Project 2.b.iv

PPS Name: Finger Lakes PPS

DSRIP Project Number: 2.b.iv

DSRIP Project Title: Care transitions intervention model to reduce 30-day readmissions for chronic health conditions

Number of PPS' Pursuing This Project: 17

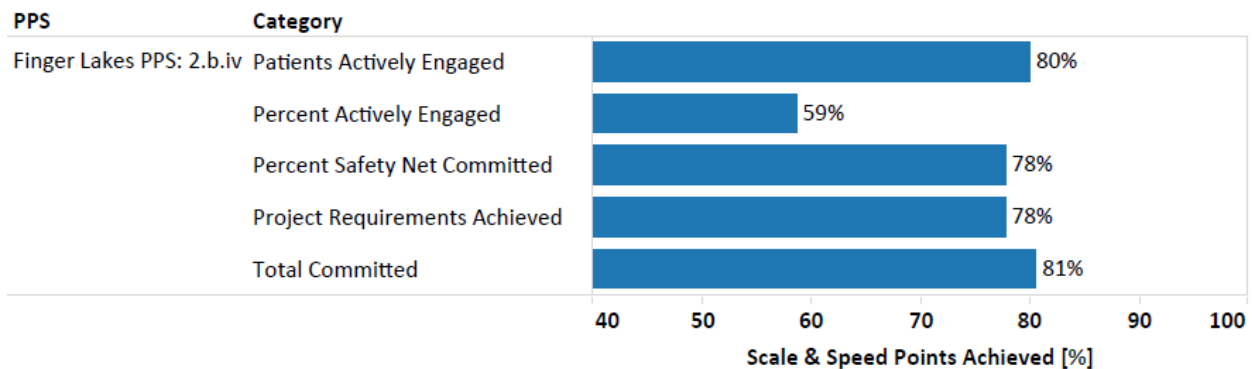
Final Application Score 85.96

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response effectively links CNA's findings with project design and sites included Response provides a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addressed 	<ul style="list-style-type: none"> Response does not contain specific information on the patients that will be targeted through this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 2.b.iv	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	4.02%	11.74	20
	Percent Safety Net Committed	38.54%	7.78	10
	Project Requirements Achieved	DY4 Q1/Q2	15.56	20
	Total Committed	3094	8.06	10





Project 2.b.vi

PPS Name: Finger Lakes PPS

DSRIP Project Number: 2.b.vi

DSRIP Project Title: Transitional supportive housing services

Number of PPS' Pursuing This Project: 1

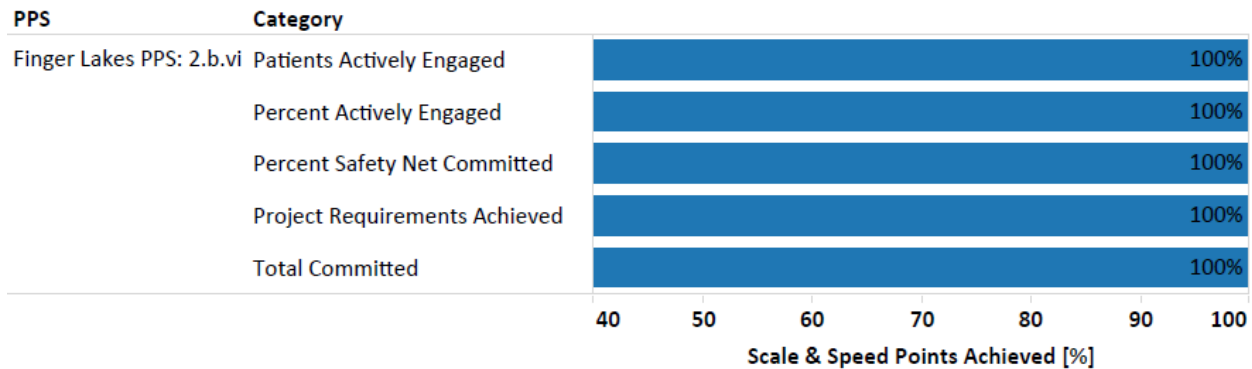
Final Application Score
100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community Response describes how project challenges will be appropriately addressed 	<ul style="list-style-type: none"> Response does not contain specific information on the patients that will be targeted through this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 2.b.vi	Patients Actively Engaged	DY4 Q3/Q4	20.00	20
	Percent Actively Engaged	0.23%	20.00	20
	Percent Safety Net Committed	34.83%	10.00	10
	Project Requirements Achieved	DY4 Q1/Q2	20.00	20
	Total Committed	91	10.00	10





Project 2.d.i

PPS Name: Finger Lakes PPS

DSRIP Project Number: 2.d.i

DSRIP Project Title: Implementation of Patient Activation Activities to Engage, Educate and Integrate the uninsured and low/non-utilizing Medicaid populations into Community Based Care

Number of PPS' Pursuing This Project: 14

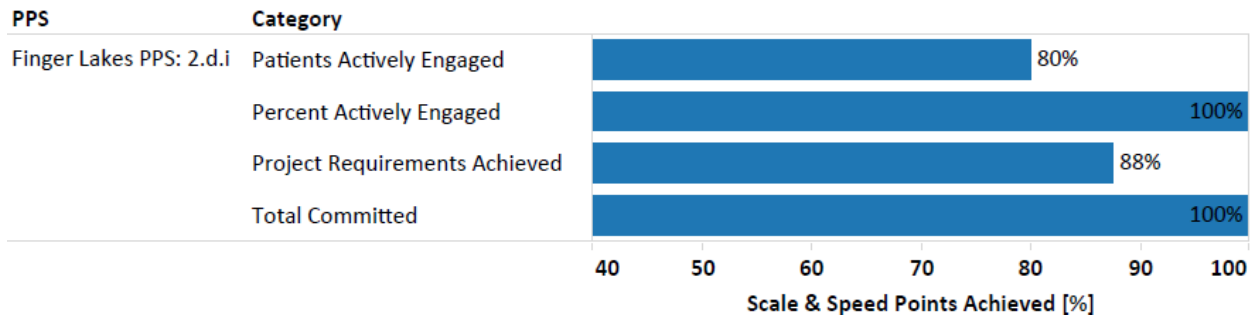
Final Application Score
95.85

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response effectively links CNA's findings with project design and sites included Response describes how project's challenges will be appropriately addressed Response provides a clear explanation of the patient population PPS is expecting to engage through the implementation of this project 	<ul style="list-style-type: none"> No identified weaknesses. PPS received the maximum amount of points for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 2.d.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	100.00%	20.00	20
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	1276	20.00	20





Project 3.a.i

PPS Name: Finger Lakes PPS

DSRIP Project Number: 3.a.i

DSRIP Project Title: Integration of primary care and behavioral health services

Number of PPS' Pursuing This Project: 25

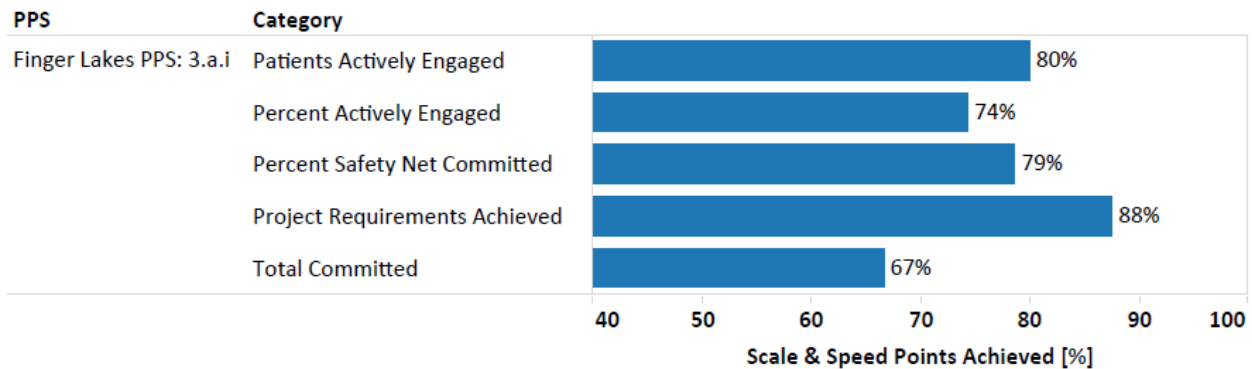
Final Application Score
88.44

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response describes how project's challenges will be appropriately addressed Response clearly outlines the PPS' plans to coordinate on this project with other PPSs serving an overlapping area Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 3.a.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	39.06%	14.88	20
	Percent Safety Net Committed	42.48%	7.87	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	3322	6.67	10





Project 3.a.ii

PPS Name: Finger Lakes PPS

DSRIP Project Number: 3.a.ii

DSRIP Project Title: Behavioral health community crisis stabilization services

Number of PPS' Pursuing This Project: 11

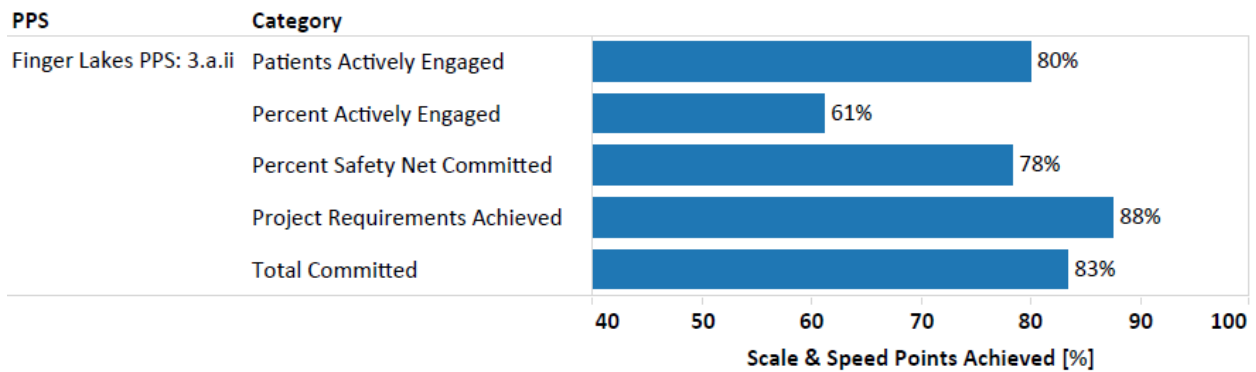
Final Application Score
87.73

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response effectively links CNA's findings with project design and sites included Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community Response clearly outlines the PPS' plans to coordinate on this project with other PPSs serving an overlapping area 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 3.a.ii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	4.86%	12.24	20
	Percent Safety Net Committed	41.66%	7.84	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	5	8.33	10





Project 3.a.v

PPS Name: Finger Lakes PPS

DSRIP Project Number: 3.a.v

DSRIP Project Title: Behavioral Interventions Paradigm (BIP) in Nursing Homes

Number of PPS' Pursuing This Project: 1

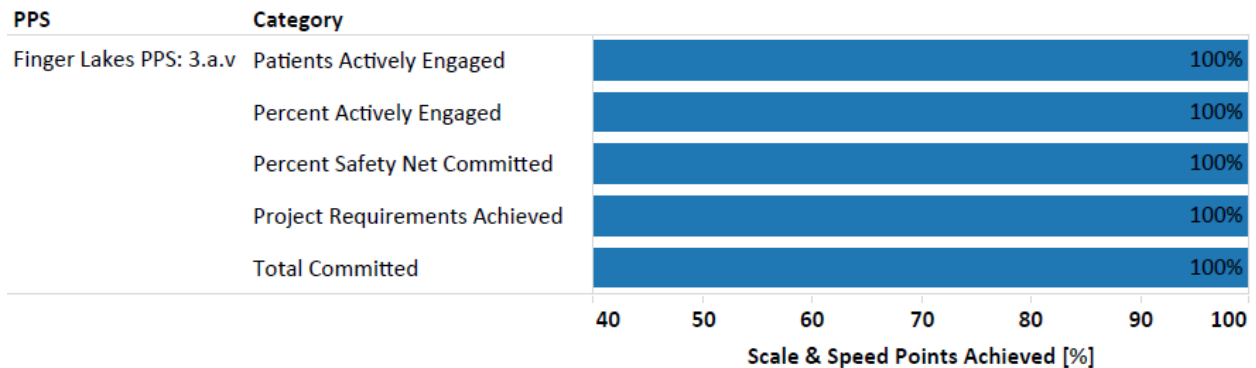
Final Application Score
100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> Response effectively addressed gaps identified by the CNA and linked these findings with the project design and sites included Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addressed 	<ul style="list-style-type: none"> Description of assets and resources does not address training resources, medication reduction, nursing facility associations Response does not contain specific information on the patients that will be targeted through this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Finger Lakes PPS: 3.a.v	Patients Actively Engaged	DY4 Q3/Q4	20.00	20
	Percent Actively Engaged	1.78%	20.00	20
	Percent Safety Net Committed	36.38%	10.00	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	2646	10.00	10





Project 3.f.i

PPS Name: Finger Lakes PPS

DSRIP Project Number: 3.f.i

DSRIP Project Title: Increase support programs for maternal & child health (including high risk pregnancies) (Example: Nurse-Family Partnership)

Number of PPS' Pursuing This Project: 4

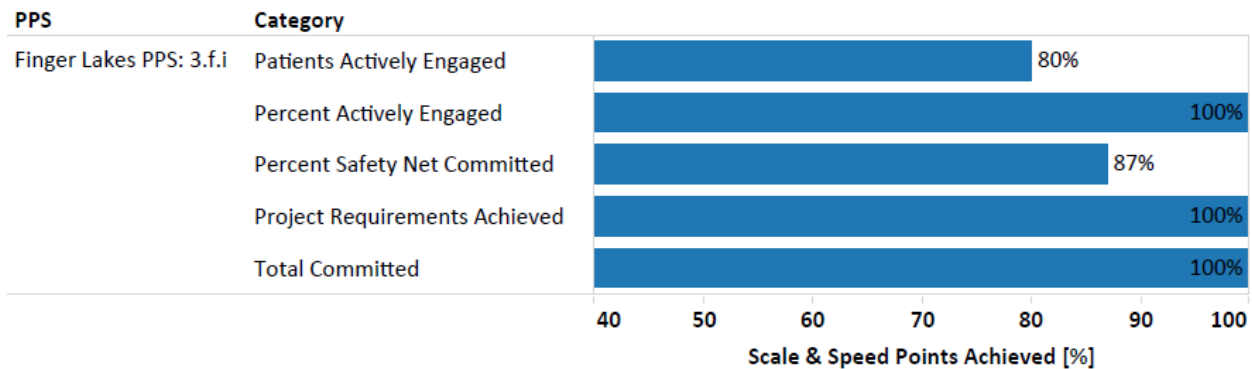
Final Application Score 96.68

Individual Project Score:

Table with 4 columns: Subjective Points, Points Possible, Strengths, and Comments. Row 1: 20.00, 20, [Strengths: clear explanation, sufficient summary, clear plans], [Comments: No significant weakness identified]

Project Scale and Speed:

Table with 5 columns: PPS, Category, PPS Submission, Points Achieved, Possible Points. Rows include Patients Actively Engaged, Percent Actively Engaged, Percent Safety Net Committed, Project Requirements Achieved, Total Committed.





Project 4.a.iii

PPS Name: Finger Lakes PPS

DSRIP Project Number: 4.a.iii

DSRIP Project Title: Strengthen Mental Health and Substance Abuse Infrastructure across Systems

Number of PPS' Pursuing This Project: 13

Final Application Score
100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
100.00	100	<ul style="list-style-type: none"> • Response effectively links CNA’s findings with project design and sites included • Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community • Response sufficiently identifies project challenges PPS will encounter implementing this project, describing how challenges will be addressed 	<ul style="list-style-type: none"> • Response does not contain specific information on the patients that will be targeted through this project



Project 4.b.ii

PPS Name: Finger Lakes PPS

DSRIP Project Number: 4.b.ii

DSRIP Project Title: Increase Access to High Quality Chronic Disease Preventive Care and Management in Both Clinical and Community Settings

Number of PPS' Pursuing This Project: 11

Final Application Score
100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
100.00	100	<ul style="list-style-type: none"> • Response effectively links CNA’s findings with the project design and sites included • Response clearly outlines the PPS’ plans to coordinate on this project with other PPSs serving an overlapping area • Response sufficiently identifies project challenges PPS will encounter implementing this project 	<ul style="list-style-type: none"> • Response does not contain specific information on the patients that will be targeted through this project