



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

DSRIP Scoring Summary:

Ellis Hospital PPS

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

PPS Name: Ellis Hospital PPS

PPS Lead Organization: Ellis Hospital; Saint Peters Hospital Albany

PPS Service Counties: Albany, Fulton, Montgomery, Rensselaer, Saratoga, Schenectady

Total Attributed Population: 116,624

Goals of the PPS:

1. Better population health via system transformation, clinical/nonclinical improvement, PH management
2. Promote community level collaboration (in three groups: behavioral, medical, CBOs)
3. Quality driven, life-enhancing, cost effective care delivery ("right care, right place, right time")
4. Culturally sensitive person centered care-promotes health literacy, self-care, understanding choices

Network Composition:

Provider Types	Total Providers in Network
Primary Care Physicians	506
Non-PCP Practitioners	381
Hospitals	13
Clinics	29
Health Home / Care Management	14
Behavioral Health	95
Substance Abuse	18
Skilled Nursing Facilities / Nursing Homes	27
Pharmacy	22
Hospice	2
Community Based Organizations	48
All Other	466



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 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.viii	Hospital-Home Care Collaboration Solutions	45	7	28%
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.iv	Development of Withdrawal Management (e.g., ambulatory detoxification, ancillary withdrawal services) capabilities and appropriate enhanced abstinence services within community-based addiction treatment programs	36	4	16%
3.d.ii	Expansion of asthma home-based self-management program	31	8	32%
3.g.i	Integration of palliative care into the PCMH Model	22	9	36%
4.a.iii	Strengthen Mental Health and Substance Abuse Infrastructure across Systems	20	13	52%
4.b.i	Promote tobacco use cessation, especially among low SES populations and those with poor mental health.	23	11	44%
	Cumulative Index Score	414		
	PPS Rank by Cumulative Index Score	8		

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	23.98	23.54	23.96	24.27	20.79	24.79	23.97	23.56	24.11	24.11	N/A	24.11
Community Needs Assessment	25	25.00	25.00	25.00	23.96	25.00	23.13	25.00	24.51	24.79	25.00	N/A	25.00
Workforce Strategy	20	16.00	15.83	16.00	15.75	14.07	16.00	15.92	15.61	15.92	15.92	4.00	19.92
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	5.00	5.00	3.61	4.28	3.72	5.00	4.64	4.44	4.44	4.64	N/A	4.64
PPS Cultural Competency/Health Literacy	15	15.00	14.17	15.00	15.00	13.33	15.00	15.00	14.58	14.83	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	9.44	9.07	9.63	9.26	10.00	9.54	9.57	9.57	9.57	N/A	9.57
												Total	98.23

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	38.33	40.00	40.00	40.00	40.00	39.72	40.00	40.00	13.64	32.50	86.14
2.b.iii	20	20.00	20.00	20.00	20.00	16.00	20.00	20.00	19.33	20.00	20.00	35.65	33.75	89.40
2.b.iv	20	20.00	18.33	20.00	20.00	15.00	20.00	20.00	18.89	19.67	20.00	35.27	33.75	89.02
2.b.viii	20	18.67	20.00	20.00	18.67	17.33	20.00	19.33	19.11	19.47	19.47	33.99	32.25	85.70
2.d.i	20	20.00	20.00	20.00	18.67	17.33	20.00	20.00	19.33	19.73	20.00	30.00	37.50	87.50
3.a.i	20	20.00	20.00	20.00	20.00	16.00	20.00	20.00	19.33	20.00	20.00	28.57	32.00	80.57
3.a.iv	20	17.33	20.00	20.00	20.00	16.00	20.00	20.00	18.89	19.47	20.00	32.54	40.00	92.54
3.d.ii	20	18.33	20.00	20.00	18.33	16.67	20.00	19.17	18.89	19.33	19.33	30.11	33.50	82.94
3.g.i	20	20.00	20.00	20.00	20.00	17.33	20.00	20.00	19.56	20.00	20.00	36.25	35.50	91.75
4.a.iii	100	100.00	100.00	94.44	100.00	100.00	100.00	100.00	99.07	100.00	100.00	0.00	0.00	100.00
4.b.i	100	88.89	100.00	100.00	100.00	88.89	100.00	100.00	96.30	96.30	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	98.23	29.47	86.14	60.30	3.00	3.00	TBD	95.77
2.b.iii	98.23	29.47	89.40	62.58	N/A	3.00	TBD	95.05
2.b.iv	98.23	29.47	89.02	62.32	N/A	3.00	TBD	94.79
2.b.viii	98.23	29.47	85.70	59.99	N/A	3.00	TBD	92.46
2.d.i	98.23	29.47	87.50	61.25	N/A	3.00	TBD	93.72
3.a.i	98.23	29.47	80.57	56.40	N/A	3.00	TBD	88.87
3.a.iv	98.23	29.47	92.54	64.78	N/A	3.00	TBD	97.25
3.d.ii	98.23	29.47	82.94	58.06	N/A	3.00	TBD	90.53
3.g.i	98.23	29.47	91.75	64.22	N/A	3.00	TBD	96.69
4.a.iii	98.23	29.47	100.00	70.00	N/A	3.00	TBD	100.00
4.b.i	98.23	29.47	100.00	70.00	N/A	3.00	TBD	100.00

Organizational Component – 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	24.11	25	<ul style="list-style-type: none"> Response provides sufficient information on how the governance structure will ensure adequate governance and management of the program Response effectively describes how governing body will engage stakeholders, including Medicaid members, throughout the life of the project Response successfully explains the role the Project Advisory Committee will play within the organization Response defines key finance functions to be established within the organization Response adequately outlines the PPS' process for sanctioning or removing a poorly performing member from the network 	<ul style="list-style-type: none"> Response does not describe the structure for conflict resolution in detail Response does not clearly describe the roles and responsibilities of the governing committee members Response describes an appropriate complaint process overall, but does not describe how community members and Medicaid beneficiaries will know how to file a complaint
Community Needs Assessment	25.00	25	<ul style="list-style-type: none"> Response adequately explains the Community Needs Assessment's process and methodology Response clearly explains how the current composition of providers needs to be modified to meet the needs of the community Response successfully identifies leading causes of death and premature death by demographic groups Response prioritizes needs appropriately, reflects information, and draws conclusions from the CNA and prior application responses 	<ul style="list-style-type: none"> No significant weaknesses identified for this project

Section	Subjective Points	Points Possible	Strengths	Comments
Workforce Strategy	15.92	20	<ul style="list-style-type: none"> • Response adequately describes workforce shortages impacting PPS' ability to achieve goals • Response adequately explains ramifications for existing employees who refuse redeployment • Response describes new jobs that will be created as a result of retraining implementation • Response clearly explains steps undertaken in the stakeholder engagement process that contributed to the workforce strategy 	<ul style="list-style-type: none"> • Response did not identify impact to existing employees' current wages and benefits
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	4.64	5	<ul style="list-style-type: none"> • Response adequately explains how all PPS partners will act in unison to ensure privacy and security of data 	<ul style="list-style-type: none"> • Response indicates the intention of needed data sharing arrangements but lacks clarity in plans to implement this across all partner organizations
Cultural Competency/Health Literacy	15.00	15	<ul style="list-style-type: none"> • Response adequately captures the identified cultural competency challenges which the PPS must address to ensure success • Response effectively describes the ongoing processes the PPS will implement to develop a culturally competent organization and a culturally responsive system of care • Response sufficiently explains initiatives the PPS will pursue to promote health literacy 	<ul style="list-style-type: none"> • No significant weaknesses identified for this project
DSRIP Budget & Flow of Funds	Pass	Pass/Fail	<ul style="list-style-type: none"> • PPS received passing evaluations in all five Budget & Flow of Funds categories from all scorers 	
Financial Sustainability Plan	9.57	10	<ul style="list-style-type: none"> • Response clearly explains how the PPS will sustain outcomes after the conclusion of the program • Response articulates the PPS' vision for transforming to value based reimbursement methodologies and engaging Medicaid managed care organizations in this process 	<ul style="list-style-type: none"> • Response indicates that financial statements of two key partners "are not available," so a full assessment was not completed
Final Organizational Score	98.23	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"> The PPS has demonstrated experience and proven population health management skills within its own network 	
Bonus Points - Workforce	3.00	3	<ul style="list-style-type: none"> PPS has engaged a proven workforce vendor 	
Bonus Points – 2.d.i	TBD	TBD	<ul style="list-style-type: none"> PPS elected to pursue project 2.d.i 	



Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: Ellis Hospital 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

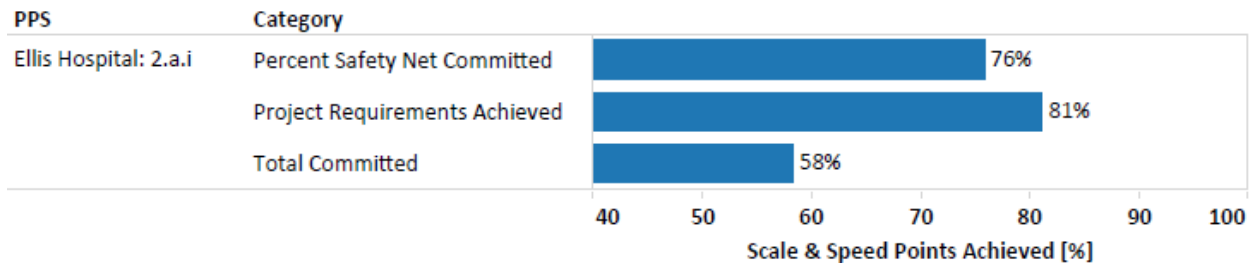
Final Application Score
95.77

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
40.00	40	<ul style="list-style-type: none"> 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 the project's governance strategy will evolve all participants into an integrated healthcare delivery system and includes specific governance strategy milestones 	<ul style="list-style-type: none"> No significant weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 2.a.i	Percent Safety Net Committed	36.07%	7.58	10
	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	1621	5.83	10





Project 2.b.iii

PPS Name: Ellis Hospital PPS

DSRIP Project Number: 2.b.iii

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

Number of PPS' Pursuing This Project: 13

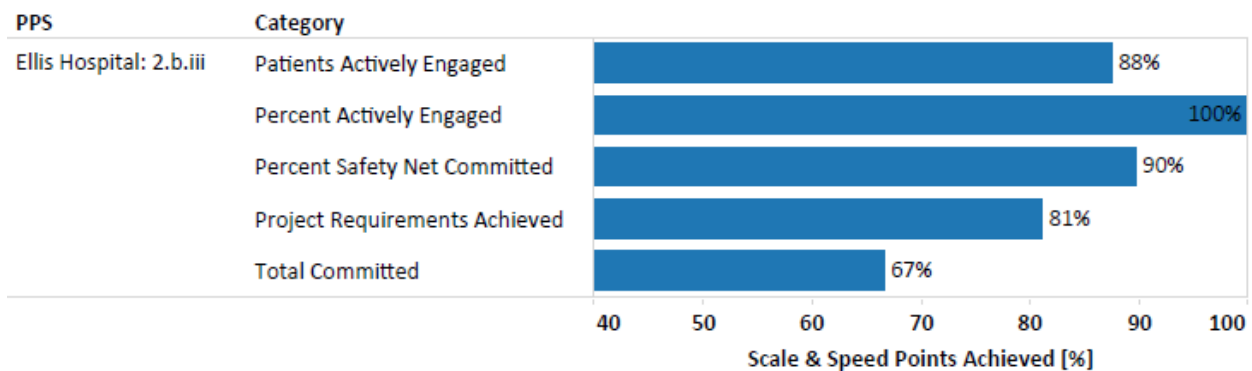
Final Application Score
95.05

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 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 weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 2.b.iii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	29.13%	20.00	20
	Percent Safety Net Committed	39.84%	8.98	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	6	6.67	10





Project 2.b.iv

PPS Name: Ellis Hospital 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

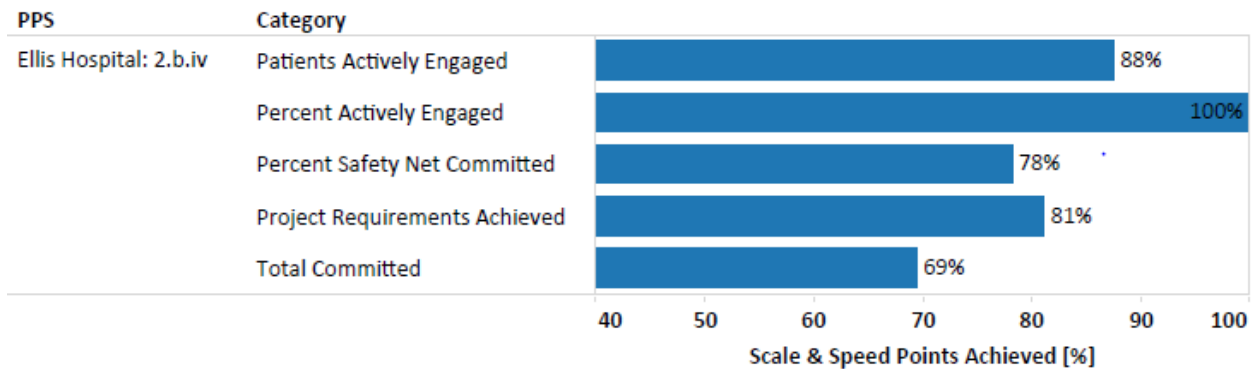
Final Application Score
94.79

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 	<ul style="list-style-type: none"> No significant weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 2.b.iv	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	23.13%	20.00	20
	Percent Safety Net Committed	29.01%	7.83	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	1428	6.94	10





Project 2.b.viii

PPS Name: Ellis Hospital PPS

DSRIP Project Number: 2.b.viii

DSRIP Project Title: Hospital-Home Care Collaboration Solutions

Number of PPS' Pursuing This Project: 7

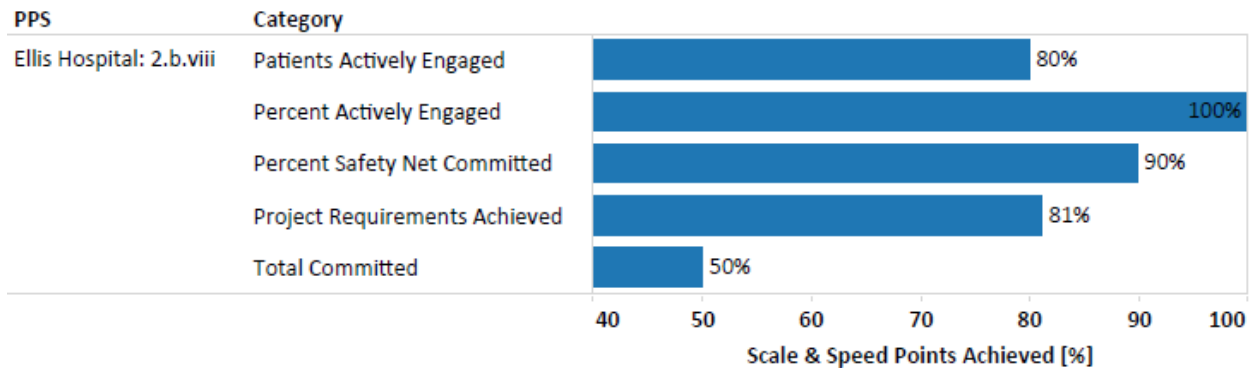
Final Application Score 92.46

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.47	20	<ul style="list-style-type: none"> Response effectively addresses gaps identified by the CNA and links these findings with the project design 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"> Target population description emphasizes behavioral health problems but makes no mention of behavioral health providers as existing resources

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 2.b.viii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	11.20%	20.00	20
	Percent Safety Net Committed	33.91%	8.99	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	5	5.00	10





Project 2.d.i

PPS Name: Ellis Hospital 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

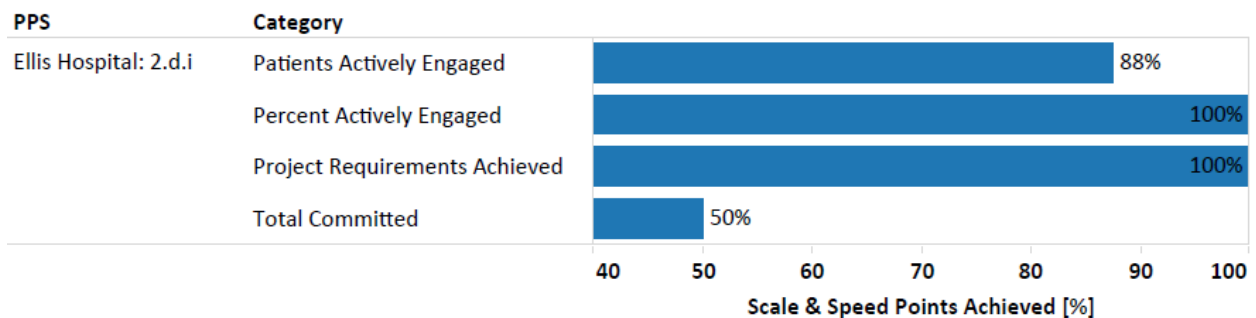
Final Application Score
93.72

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 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 weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 2.d.i	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	100.00%	20.00	20
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	300	10.00	20





Project 3.a.i

PPS Name: Ellis Hospital 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

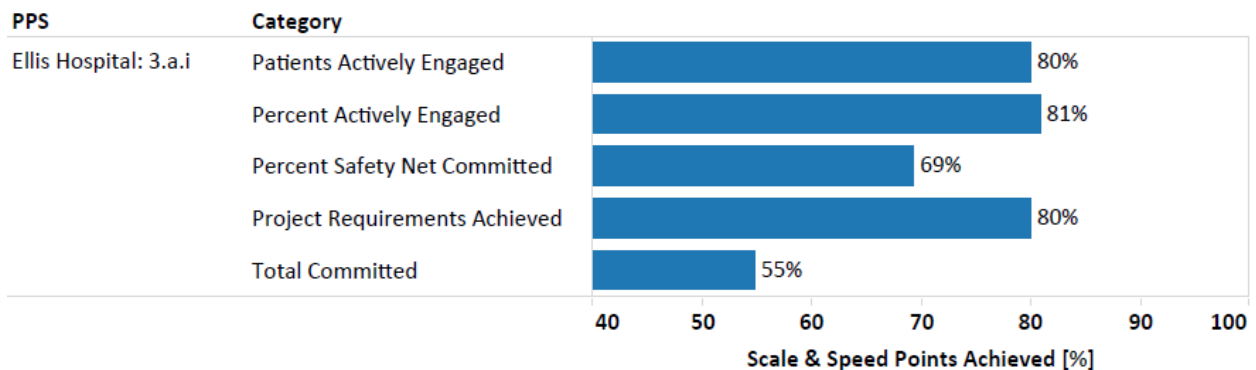
Final Application Score
88.87

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 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 weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 3.a.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	49.33%	16.17	20
	Percent Safety Net Committed	17.51%	6.93	10
	Project Requirements Achieved	DY4 Q3/Q4	16.00	20
	Total Committed	523	5.48	10





Project 3.a.iv

PPS Name: Ellis Hospital PPS

DSRIP Project Number: 3.a.iv

DSRIP Project Title: Development of Withdrawal Management (e.g., ambulatory detoxification, ancillary withdrawal services) capabilities and appropriate enhanced abstinence services within community-based addiction treatment programs

Number of PPS' Pursuing This Project: 4

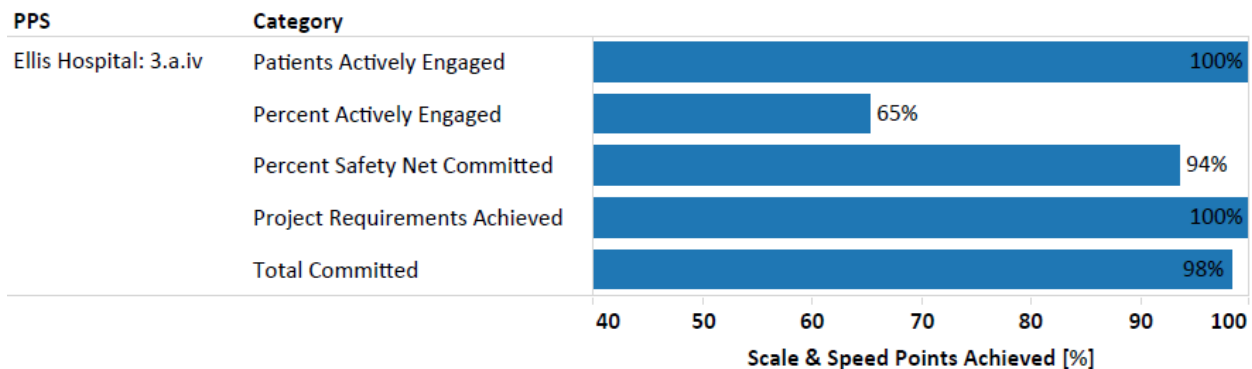
Final Application Score
97.25

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 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 weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 3.a.iv	Patients Actively Engaged	DY4 Q3/Q4	20.00	20
	Percent Actively Engaged	3.39%	13.06	20
	Percent Safety Net Committed	27.84%	9.36	10
	Project Requirements Achieved	DY3 Q1/Q2	20.00	20
	Total Committed	1423	9.83	10





Project 3.d.ii

PPS Name: Ellis Hospital PPS

DSRIP Project Number: 3.d.ii

DSRIP Project Title: Expansion of asthma home-based self-management program

Number of PPS' Pursuing This Project: 8

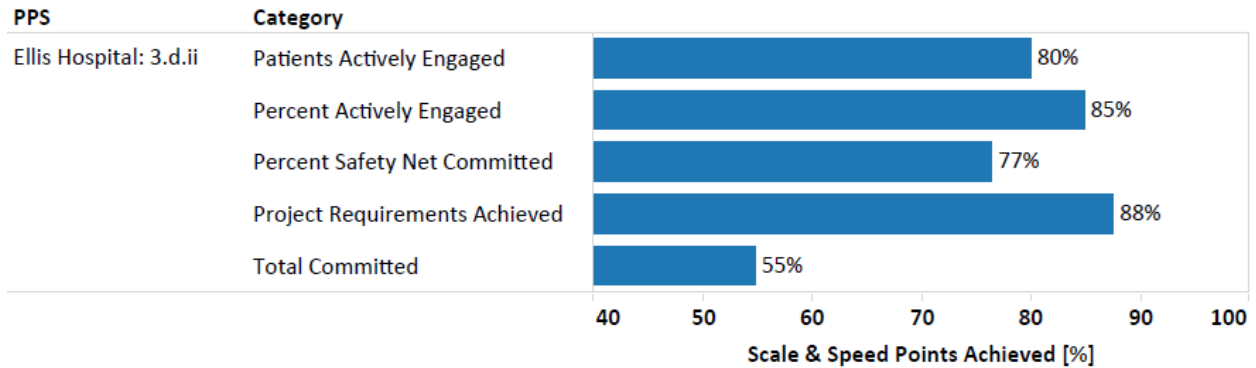
Final Application Score
90.53

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	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 	<ul style="list-style-type: none"> Response lacks description of how existing or new resources will assess the patient's indoor environment for asthma triggers

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 3.d.ii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	9.44%	16.98	20
	Percent Safety Net Committed	16.26%	7.65	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	502	5.48	10





Project 3.g.i

PPS Name: Ellis Hospital PPS

DSRIP Project Number: 3.g.i

DSRIP Project Title: Integration of palliative care into the PCMH Model

Number of PPS' Pursuing This Project: 9

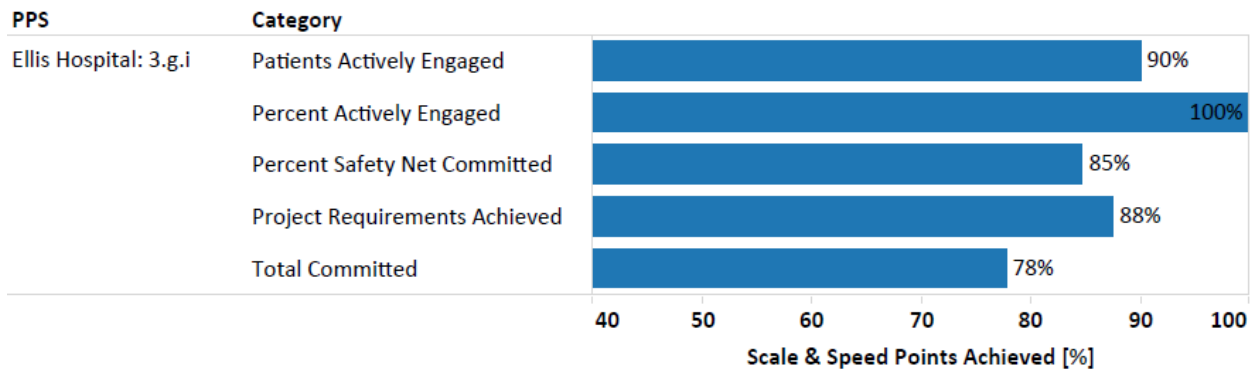
Final Application Score 96.69

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 PPS will encounter implementing project and describes how challenges will be appropriately addressed 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 weaknesses identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Ellis Hospital: 3.g.i	Patients Actively Engaged	DY4 Q3/Q4	18.00	20
	Percent Actively Engaged	13.98%	20.00	20
	Percent Safety Net Committed	29.54%	8.47	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	1432	7.78	10





Project 4.a.iii

PPS Name: Ellis Hospital 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 sufficiently identifies project challenges PPS will encounter implementing project and describes how challenges will be appropriately addressed • Response clearly outlines PPS' plans to coordinate with other PPS' in overlapping area • Response identifies and describes important implementation milestones and provides the anticipated timeline for achieving these milestones 	<ul style="list-style-type: none"> • No significant weaknesses identified for this project



Project 4.b.i

PPS Name: Ellis Hospital PPS

DSRIP Project Number: 4.b.i

DSRIP Project Title: Promote tobacco use cessation, especially among low SES populations and those with poor mental health

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 sufficiently identifies project challenges PPS will encounter implementing project and describes how challenges will be appropriately addressed Response identifies and describes the implementation milestones and provides the anticipated timeline for achieving these milestones 	<ul style="list-style-type: none"> No significant weaknesses identified for this project