

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

DSRIP Scoring Summary:

Maimonides Medical Center

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

PPS Name: Maimonides Medical Center

PPS Lead Organization: Maimonides Medical Center

PPS Service Counties: Kings, Queens **Total Attributed Population:** 477,612

Goals of the PPS:

- 1. Fundamentally transform how Brooklyn residents participate in their health care system
- 2. Create an integrated system of care across multiple sectors and improve population health management
- 3. Facilitate and increase access to community-based care coordination and care management services
- 4. Facilitate communication between providers and patients through a shared IT platform, the Dashboard
- 5. Increase primary care and urgent care capacity and improve access to primary care for our population
- 6. Foster collaboration among Brooklyn providers through transparent and inclusive governance
- 7. Reduce preventable hospital use and shift to use of outpatient and community services
- 8. Use evidence-based practices to improve management of chronic diseases
- 9. Integrate behavioral health and primary care services
- 10. Improve access to culturally and linguistically appropriate care
- 11. Transition payment to value-based arrangements with managed care organizations

Network Composition:

	Total Providers in
Provider Types	Network
Primary Care Physicians	1,046
Non-PCP Practitioners	2,069
Hospitals	23
Clinics	94
Health Home / Care Management	34
Behavioral Health	290
Substance Abuse	50
Skilled Nursing Facilities / Nursing Homes	52
Pharmacy	3
Hospice	5
Community Based Organizations	70
All Other	2,049



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.a.iii	Health Home At-Risk Intervention Program: Proactive management of higher risk patients not currently eligible for Health Homes through access to high quality primary care and support services	46	10	40%
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%
3.a.i	Integration of primary care and behavioral health services	39	25	100%
3.b.i	Evidence-based strategies for disease management in high risk/affected populations (adult only)	30	15	60%
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.c.ii	Increase early access to, and retention in, HIV care	19	7	28%
	Cumulative Index Score	349		
	PPS Rank by Cumulative Index Score	19		

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 Possibl			Reviewe	er Scores				Subjec	tive Scores		Objective Score	Final	
Section	Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score ¹	Workforce Score	Org Score ²
Executive Summary	Pass/Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	N/A	Pass
Governance	25	23.29	24.38	23.44	25.00	22.56	25.00	23.91	23.94	23.94	23.94	N/A	23.94
Community Needs Assessment	25	24.03	25.00	25.00	24.17	25.00	23.54	24.58	24.46	24.46	24.58	N/A	24.58
Workforce Strategy	20	16.00	16.00	15.67	15.55	14.88	16.00	15.83	15.68	15.84	15.84	2.00	17.84
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	4.72	5.00	4.72	4.72	4.72	5.00	4.72	4.81	4.81	4.81	N/A	4.81
PPS Cultural Competency/Health Literacy	15	14.17	15.00	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	10.00	9.63	10.00	9.26	10.00	10.00	9.81	9.93	10.00	N/A	10.00
												Total	96.19

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.

Point	ts Possible			Reviewe	er Scores				Subjec	tive Scores		Objective Scores		Total
Project #	Subjective Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score ¹	Scale Score	Speed Score	Project Score ²
2.a.i	40	31.67	36.67	40.00	40.00	36.67	40.00	38.33	37.50	38.67	38.67	15.01	32.50	86.17
2.a.iii	20	17.33	20.00	18.67	20.00	20.00	20.00	20.00	19.33	19.73	20.00	30.74	33.50	84.24
2.b.iii	20	20.00	20.00	17.33	20.00	17.33	20.00	20.00	19.11	19.11	20.00	24.90	35.83	80.73
2.b.iv	20	18.67	20.00	18.67	20.00	18.67	20.00	19.33	19.33	19.33	19.33	24.50	35.83	79.67
3.a.i	20	20.00	20.00	18.67	20.00	18.67	20.00	20.00	19.56	19.56	20.00	27.70	33.50	81.20
3.b.i	20	20.00	20.00	18.67	20.00	20.00	20.00	20.00	19.78	20.00	20.00	24.24	32.50	76.74
3.d.ii	20	18.67	20.00	18.67	20.00	20.00	20.00	20.00	19.56	19.56	20.00	26.66	36.00	82.66
3.g.i	20	20.00	20.00	17.33	20.00	20.00	20.00	20.00	19.56	20.00	20.00	27.31	35.50	82.81
4.a.iii	100	94.44	94.44	94.44	94.44	94.44	100.00	94.44	95.37	94.44	95.37	0.00	0.00	95.37
4.c.ii	100	83.33	100.00	100.00	100.00	94.44	100.00	100.00	96.30	98.89	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	96.19	28.86	86.17	60.32	3.00	3.00	TBD	95.18
2.a.iii	96.19	28.86	84.24	58.97	N/A	3.00	TBD	90.82
2.b.iii	96.19	28.86	80.73	56.51	N/A	3.00	TBD	88.37
2.b.iv	96.19	28.86	79.67	55.77	N/A	3.00	TBD	87.62
3.a.i	96.19	28.86	81.20	56.84	N/A	3.00	TBD	88.69
3.b.i	96.19	28.86	76.74	53.72	N/A	3.00	TBD	85.58
3.d.ii	96.19	28.86	82.66	57.86	N/A	3.00	TBD	89.71
3.g.i	96.19	28.86	82.81	57.97	N/A	3.00	TBD	89.83
4.a.iii	96.19	28.86	95.37	66.76	N/A	3.00	TBD	98.62
4.c.ii	96.19	28.86	100.00	70.00	N/A	3.00	TBD	100.00



Organizational Scoring – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Executive Summary	Pass	Pass/Fail	PPS' Executive Summary received passing evaluation from all scorers	
Governance	23.94	25	 Response effectively outlines how the organizational structure will evolve throughout the years of the program period Response effectively describes how governing body will engage stakeholders, including Medicaid members, throughout the life of the project Response effectively explains how members included in Project Advisory Committee provide adequate representation of providers and community organizations in the network Response successfully explains how the PPS will address lower performing members in the network 	 Response does not describe how final decisions will be rendered should consensus not be reached with the governing committee Response could include a deeper description of the compliance program plan, particularly in engaging those providers or CBOs not part of the current system Response does not differentiate from existing training programs to specific training programs that are under development
Community Needs Assessment	24.58	25	 Response adequately explains the Community Needs Assessment process and methodology Response clearly explains how the current composition of providers needs to be modified to meet the needs of the community Sufficient detail included in response, clear identification of 3,694 preventable hospitalizations in Brooklyn Response identifies both shortages in outpatient and community-based care (in Brooklyn) as well as 104 facility beds in Brooklyn that can be removed 	 Provides local community demographics on all metrics except for health literacy limitations Birth defects not addressed in description of maternal and child health outcomes including infant mortality, low birth weight, high risk pregnancies, birth defects as well as access and quality prenatal care



Section	Subjective Points	Points Possible	Strengths	Comments
Workforce Strategy	15.84	20	 Response successfully summarizes how existing workers will be impacted by possible staff redeployment, retraining, and reductions to workforce Response sufficiently describes new jobs that will be created as a result of this implementation Case managers, mental health providers, and a number of other roles are identified as priorities in hiring as a result of the DSRIP program Response clearly identifies labor groups that have been consulted in planning and development through Workforce Workgroup, which is working collaboratively with other Brooklyn PPS' Response provides several examples of intersection between program implementation and current state programs ongoing with PPS participants 	 Response could be more explicit regarding ramifications for those employees who refuse retraining Response could be more detailed in terms of efforts to mitigate any impact to existing employees' wages and benefits While the Workforce Workgroup is described, more detail could be included in terms of specific membership, number of meetings, outputs, or how this Workgroup interacts with the broader organization
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	4.81	5	 Response adequately explains how all PPS partners will act in unison to ensure privacy and security of data 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 successfully identifies best practices and their dissemination into the broader PPS organization Response clearly describes the organizational relationship of the RCE unit to the PPS's governing team 	There is no acknowledgement of the challenges related to interoperability or information regarding a plan to overcome IT platform challenges



Section	Subjective Points	Points Possible	Strengths	Comments
Cultural Competency/Health Literacy	15.00	15	 Response clearly identifies immigrant populations with linguistic challenges and lack of familiarity with the US health system as a major challenge Response effectively describes ongoing processes the PPS will implement to develop a culturally competent organization and a culturally responsive system of care Response describes a cogent plan to improve and reinforce health literacy of patients Response sufficiently explains initiatives the PPS will pursue to promote health literacy 	No significant weakness identified for this section
DSRIP Budget & Flow of Funds	Pass	Pass/Fail	 PPS received passing evaluations in all five Budget & Flow of Funds categories from all scorers 	
Financial Sustainability Plan	10.00	10	 Response sufficiently describes the assessment the PPS has performed to identify financially challenged partners at risk for financial failure Response articulates the PPS's vision for transforming to value based reimbursement methodologies Response sufficiently addresses how fragile safety net providers will achieve a path to financial sustainability 	 Response could be more specific in terms of which clinical, operational, and financial metrics will be monitored Response could be more specific in terms of how the DSRIP outcomes will be sustained
Final Organizational Score	96.19	100		

Bonus Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Bonus Points – Population Health Management	3.00	3	Response indicates that the Maimonides Department of Population Health has extensive experience in population health management for the New York Medicaid population	
Bonus Points - Workforce	3.00	3	 PPS has engaged 1199 SEIU Training and Upgrading Fund and the Community Services to develop comprehensive training program and workforce development strategies 	
Bonus Points – 2.d.i	TBD	TBD		PPS is not pursuing project 2.d.i



Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: Maimonides Medical Center

DSRIP Project Number: 2.a.i

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

Population Health Management

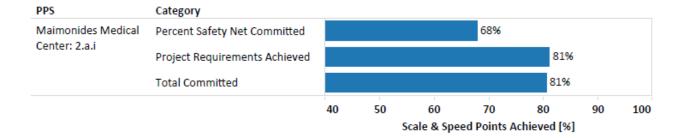
Number of PPS' Pursuing This Project: 22

Final Application Score 95.18

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
38.67	40	 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response sufficiently identified project challenges or anticipated issues the PPS will encounter in implementing this project and described how these challenges will be appropriately addressed Response clearly outlines PPS's plans to coordinate with other PPSs serving an overlapping area 	No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical	Percent Safety Net Committed	23.15%	6.79	10
Center: 2.a.i	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	5785	8.06	10





Project 2.a.iii

PPS Name: Maimonides Medical Center

DSRIP Project Number: 2.a.iii

DSRIP Project Title: Health Home At-Risk Intervention Program: Proactive management of higher risk patients not currently eligible for Health Homes through access to high quality primary care and support

services

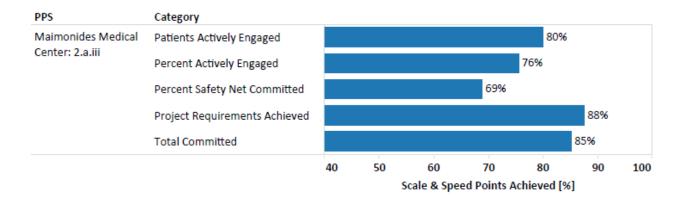
Number of PPS' Pursuing This Project: 10

Final Application Score 90.82

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
20.00	20	 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response provides a clear explanation of the patient population PPS is expecting to engage through 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 	The information provided is too generic and does not include a plan for how the PPS organizations will work together

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical Center: 2.a.iii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	16.12%	15.12	20
	Percent Safety Net Committed	19.84%	6.89	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	4956	8.52	10





Project 2.b.iii

PPS Name: Maimonides Medical Center

DSRIP Project Number: 2.b.iii

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

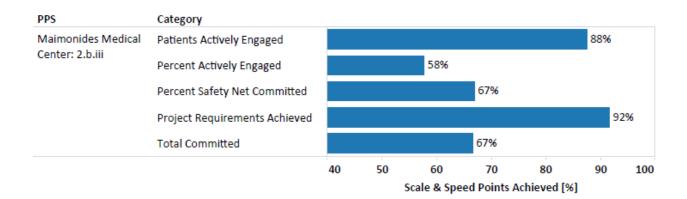
Number of PPS' Pursuing This Project: 13

Final Application Score 88.37

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA Response clearly outlines the PPS's plans to coordinate on this project with other PPSs serving an overlapping area 	 Additional information needed regarding plan for expansion of primary care and urgent care centers The information provided is too generic and does not include a plan for how the PPS organizations will work together

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
Center: 2.b.iii	Percent Actively Engaged	4.50%	11.55	20
	Percent Safety Net Committed	9.69%	6.69	10
	Project Requirements Achieved	DY2 Q3/Q4	18.33	20
	Total Committed	6	6.67	10





Project 2.b.iv

PPS Name: Maimonides Medical Center

DSRIP Project Number: 2.b.iv

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

health conditions

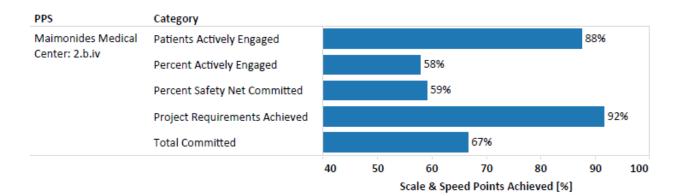
Number of PPS' Pursuing This Project: 17

Final Application Score 87.62

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
19.33	20	 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response provided 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's plans to coordinate on this project with other PPSs serving an overlapping area 	The target population should go beyond those who present at the PPS' six hospitals and include all patients attributed who meet criteria

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
Center: 2.b.iv	Percent Actively Engaged	3.66%	11.58	20
	Percent Safety Net Committed	6.60%	5.92	10
	Project Requirements Achieved	DY2 Q3/Q4	18.33	20
	Total Committed	1741	6.67	10





Project 3.a.i

PPS Name: Maimonides Medical Center

DSRIP Project Number: 3.a.i

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

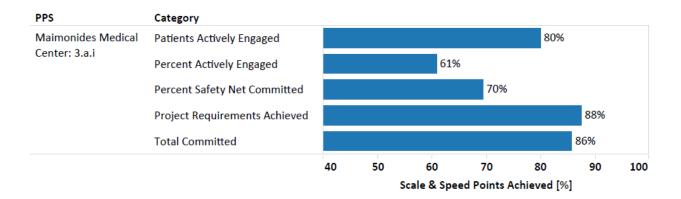
Number of PPS' Pursuing This Project: 25

Final Application Score 88.69

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
20.00	20	 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response provides a solid description of the current assets and resources this project will employ (existing Health Homes, 1199 training program and virtual colocation history) 	 Response could be more specific in describing the challenges this project will need to overcome, beyond the "stigma" associated with mental health care Response does not describe how PPS alignment and coordination will occur with other PPS'

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical Center: 3.a.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	17.38%	12.17	20
	Percent Safety Net Committed	13.12%	6.95	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	3946	8.57	10





Project 3.b.i

PPS Name: Maimonides Medical Center

DSRIP Project Number: 3.b.i

DSRIP Project Title: Evidence-based strategies for disease management in high risk/affected populations

(adult only)

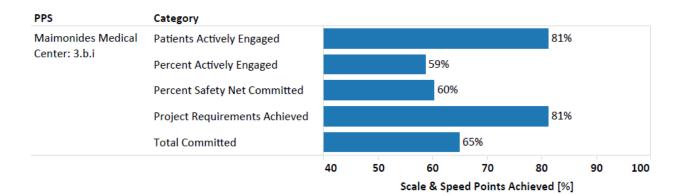
Number of PPS' Pursuing This Project: 15

Final Application Score 85.58

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
20.00	20	 Response effectively links CNA findings with the project design and sites included Response provided a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community Response describes how project's challenges will be appropriately addressed 	Response does not describe how alignment and coordination will occur with other PPS'

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical Center: 3.b.i	Patients Actively Engaged	DY3 Q3/Q4	16.25	20
	Percent Actively Engaged	7.22%	11.74	20
	Percent Safety Net Committed	6.39%	6.02	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	1324	6.48	10





Project 3.d.ii

PPS Name: Maimonides Medical Center

DSRIP Project Number: 3.d.ii

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

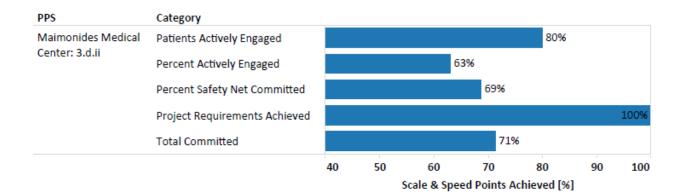
Number of PPS' Pursuing This Project: 8

Final Application Score 89.71

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
20.00	20	 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included Response provides a clear explanation of patient population PPS is expecting to engage through the implementation of this project Response provided a sufficient summary of the current resources to be mobilized to meet the needs of the community 	Response does not describe how alignment and coordination will occur with other PPS'

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
Center: 3.d.ii	Percent Actively Engaged	3.56%	12.63	20
	Percent Safety Net Committed	13.52%	6.88	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	1017	7.14	10





Project 3.g.i

PPS Name: Maimonides Medical Center

DSRIP Project Number: 3.g.i

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

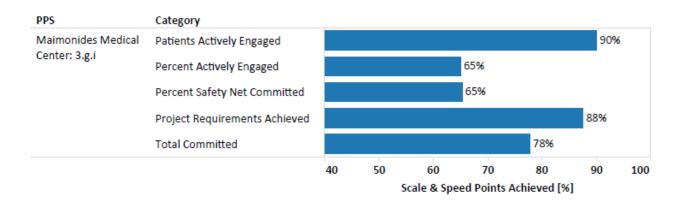
Number of PPS' Pursuing This Project: 9

Final Application Score 89.83

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
20.00	20	 Response effectively addresses gaps identified by the CNA Response provides a clear explanation of patient population PPS is expecting to engage through the implementation of this project Response provides a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community 	Response does not describe how alignment and coordination with other PPS' will occur

PPS	Category	PPS Submission	Points Achieved	Possible Points
Maimonides Medical	Patients Actively Engaged	DY4 Q3/Q4	18.00	20
Center: 3.g.i	Percent Actively Engaged	4.19%	13.00	20
	Percent Safety Net Committed	7.40%	6.54	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	1374	7.78	10





Delivery System Reform Incentive Payment (DSRIP) Program
DSRIP Project Plan Application Scoring

Project 4.a.iii

PPS Name: Maimonides Medical Center

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 98.62

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
95.37	100	 Response effectively addressed gaps identified by the CNA and linked these findings with the project design and sites included Response provides a clear explanation of patient population PPS is expecting to engage through the implementation of this project Response clearly outlines the PPS's plans to coordinate on this project with other PPS' serving overlapping area 	 Response does not offer a robust plan to resolve provider shortages Response could include more than four milestones and provide greater specificity



Delivery System Reform Incentive Payment (DSRIP) Program
DSRIP Project Plan Application Scoring

Project 4.c.ii

PPS Name: Maimonides Medical Center

DSRIP Project Number: 4.c.ii

DSRIP Project Title: Increase early access to, and retention in, HIV care

Number of PPS' Pursuing This Project: 7

Final Application Score 100.00

Individual Project Score:

Subjective Points	Possible Points	Strengths	Comments
100.00	100	 Response effectively links CNA findings with project design and sites included Response provides a clear explanation of the patient population PPS is expecting to engage through this project Response provided a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community 	Response could provide greater specifics regarding milestones