



Department  
of Health

Medicaid  
Redesign Team

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

DSRIP Scoring Summary:

*Refuah Health Center PPS*

February 17 - 20, 2015



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## PPS Informational Page and Proposal Overview

**PPS Name:** Refuah Health Center PPS

**PPS Lead Organization:** Refuah Health Center Inc.

**PPS Service Counties:** Orange, Rockland

**Total Attributed Population:** 39,443

### Goals of the PPS:

1. Create a high-functioning integrated delivery system in Rockland and Orange Counties
2. Reduce avoidable hospitalizations by 25%
3. Improve indicators in the County Community Health Improvement Plans
4. Reduce patient wait times and expand access to primary care providers
5. Sustain the PPS through value-based payment agreements with managed care plans in the service area

### Network Composition:

Provider Types	Total Providers in Network
Primary Care Physicians	234
Non-PCP Practitioners	387
Hospitals	8
Clinics	14
Health Home / Care Management	8
Behavioral Health	67
Substance Abuse	12
Skilled Nursing Facilities / Nursing Homes	7
Pharmacy	12
Hospice	1
Community Based Organizations	17
All Other	366



### 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.ii	Increase certification of primary care practitioners with PCMH certification and/or Advanced Primary Care Models (as developed under the NYS Health Innovation Plan (SHIP))	37	5	20%
2.c.i	Development of community-based health navigation services	37	5	20%
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.iii	Implementation of evidence-based medication adherence programs (MAP) in community based sites for behavioral health medication compliance	29	2	8%
4.b.i	Promote tobacco use cessation, especially among low SES populations and those with poor mental health	23	11	44%
	<b>Cumulative Index Score</b>	<b>258</b>		
	<b>PPS Rank by Cumulative Index Score</b>	<b>25</b>		

## 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 <sup>2</sup>
Section	Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score <sup>1</sup>	Workforce Score	
Executive Summary	Pass/Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	N/A	Pass
Governance	25	22.44	23.29	24.19	24.38	23.29	24.58	23.74	23.69	23.95	23.95	N/A	<b>23.95</b>
Community Needs Assessment	25	25.00	25.00	24.58	23.75	24.58	22.71	24.58	24.27	24.58	24.58	N/A	<b>24.58</b>
Workforce Strategy	20	15.00	15.40	16.00	16.00	14.10	15.60	15.50	15.35	15.60	15.60	2.00	<b>17.60</b>
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	3.89	5.00	4.72	5.00	5.00	5.00	5.00	4.77	4.94	5.00	N/A	<b>5.00</b>
PPS Cultural Competency/Health Literacy	15	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	N/A	<b>15.00</b>
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	10.00	10.00	9.63	10.00	10.00	9.94	10.00	10.00	N/A	<b>10.00</b>
												<b>Total</b>	<b>96.13</b>

<sup>1</sup> **Selected Subjective Score** is the highest of the median, average, and trimmed average

<sup>2</sup> **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 <sup>2</sup>
Project #	Subjective Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score <sup>1</sup>	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	12.48	32.50	<b>84.98</b>
2.a.ii	20	20.00	20.00	20.00	20.00	16.67	20.00	20.00	19.44	20.00	20.00	28.28	40.00	<b>88.28</b>
2.c.i	20	20.00	20.00	20.00	18.33	16.67	20.00	20.00	19.17	19.67	20.00	31.97	36.57	<b>88.54</b>
3.a.i	20	17.33	20.00	18.67	20.00	16.00	20.00	19.33	18.67	19.20	19.33	25.60	36.00	<b>80.93</b>
3.a.ii	20	17.33	20.00	18.67	18.67	17.33	20.00	18.67	18.67	18.67	18.67	25.88	36.00	<b>80.55</b>
3.a.iii	20	20.00	20.00	20.00	20.00	16.67	20.00	20.00	19.44	20.00	20.00	33.75	40.00	<b>93.75</b>
4.b.i	100	88.89	100.00	100.00	100.00	94.44	100.00	100.00	97.22	98.89	100.00	0.00	0.00	<b>100.00</b>

<sup>1</sup> **Selected Subjective Score** is the highest of the median, average, and trimmed average

<sup>2</sup> **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	96.13	28.84	84.98	59.49	3.00	1.00	TBD	<b>92.33</b>
2.a.ii	96.13	28.84	88.28	61.79	N/A	1.00	TBD	<b>91.63</b>
2.c.i	96.13	28.84	88.54	61.98	N/A	1.00	TBD	<b>91.82</b>
3.a.i	96.13	28.84	80.93	56.65	N/A	1.00	TBD	<b>86.49</b>
3.a.ii	96.13	28.84	80.55	56.38	N/A	1.00	TBD	<b>86.22</b>
3.a.iii	96.13	28.84	93.75	65.63	N/A	1.00	TBD	<b>95.46</b>
4.b.i	96.13	28.84	100.00	70.00	N/A	1.00	TBD	<b>99.84</b>

## Organizational Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Executive Summary	Pass	Pass/Fail	<ul style="list-style-type: none"> <li>• PPS’ Executive Summary received passing evaluation from all scorers</li> </ul>	
Governance	23.95	25	<ul style="list-style-type: none"> <li>• Response adequately identifies the organizational structure and explains why the selected structure will contribute to the PPS’ success</li> <li>• Response effectively outlines how the organizational structure will evolve throughout the years of the program period</li> <li>• Response successfully explains the role the Project Advisory Committee will play within the organization</li> <li>• Response defines key finance functions to be established within the organization</li> <li>• Response sufficiently explains the process for notifying Medicaid beneficiaries and their advocates when providers are removed from the PPS</li> </ul>	<ul style="list-style-type: none"> <li>• Although the response states its commitment to working CBOs, it does not mention contracting explicitly</li> <li>• Does not identify a designated compliance officer but indicates that the services of such an individual will be retained</li> </ul>
Community Needs Assessment	24.58	25	<ul style="list-style-type: none"> <li>• Response sufficiently describes the existing healthcare infrastructure and environment, including the number and types of healthcare providers available to the PPS</li> <li>• Response clearly explains how the current composition of providers needs to be modified to meet the needs of the community</li> <li>• Response successfully summarizes key findings, insight and conclusions identified through the stakeholder engagement process</li> <li>• Response prioritizes needs appropriately, reflects information, and draws conclusions from the CNA and prior application responses</li> </ul>	<ul style="list-style-type: none"> <li>• Did not present data by demographic group for explanation of the leading causes of hospitalization and preventable hospitalizations.</li> </ul>

Section	Subjective Points	Points Possible	Strengths	Comments
Workforce Strategy	15.60	20	<ul style="list-style-type: none"> <li>• Response sufficiently describes PPS' strategy to minimize negative impact to the workforce, including the identification of training, re-deployment, and recruiting plans</li> <li>• Response successfully describes how workforce strategy may intersect with existing state program efforts</li> <li>• Response clearly identifies labor groups that have been consulted in planning and development</li> <li>• Response effectively explains how PPS has and will continue to engage the frontline workers in the planning and implementation of system change</li> <li>• Response sufficiently describes the steps the PPS plans to implement to continue stakeholder and worker engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Does not clearly articulate ramifications to existing employees who refuse retraining</li> </ul>
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	5.00	5	<ul style="list-style-type: none"> <li>• Response sufficiently describes how the PPS will develop an ability to share relevant patient information in real-time</li> <li>• 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</li> <li>• Response clearly explains how the PPS intends to use collected patient data to evaluate performance of partners and providers, conduct quality assessment and improvement activities, and conduct population-based activities to improve the health of the targeted population</li> <li>• Response sufficiently explains how rapid-cycle evaluation will assist in facilitating the successful development of a highly functioning PPS</li> </ul>	<ul style="list-style-type: none"> <li>• No significant weakness has been identified for this section</li> </ul>

Section	Subjective Points	Points Possible	Strengths	Comments
Cultural Competency/Health Literacy	15.00	15	<ul style="list-style-type: none"> <li>• Response adequately captures the identified cultural competency challenges which the PPS must address to ensure success</li> <li>• Response effectively describes the ongoing processes the PPS will implement to develop a culturally competent organization and a culturally responsive system of care</li> <li>• Response sufficiently describes how the PPS will contract with community based organizations toward achieving and maintaining cultural competence</li> <li>• Response sufficiently explains initiatives the PPS will pursue to promote health literacy</li> <li>• Response describes PPS' intentions to contract with community based organizations toward achieving and maintaining health literacy throughout the program</li> </ul>	<ul style="list-style-type: none"> <li>• No significant weakness has been identified for this section</li> </ul>
DSRIP Budget & Flow of Funds	Pass	Pass/Fail	<ul style="list-style-type: none"> <li>• PPS received passing evaluations in all five Budget &amp; Flow of Funds categories from all scorers</li> </ul>	
Financial Sustainability Plan	10.00	10	<ul style="list-style-type: none"> <li>• Response comprehensively describes the plan the PPS has developed outlining the PPS' path to financial sustainability and citing any known financial restructuring efforts that will take place</li> <li>• Response clearly explains how the PPS will sustain outcomes after the conclusion of the program</li> <li>• Response articulates the PPS' vision for transforming to value based reimbursement methodologies and engaging Medicaid managed care organizations in this process</li> <li>• Response sufficiently explains how payment transformation will assist the PPS in achieving a path to financial stability</li> </ul>	<ul style="list-style-type: none"> <li>• No significant weakness has been identified for this section</li> </ul>
<b>Final Organizational Score</b>	<b>96.13</b>	<b>100</b>		

### 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"> <li>PPS has population health management experience with New York Medicaid population</li> </ul>	
Bonus Points - Workforce	1.00	3		<ul style="list-style-type: none"> <li>The PPS intends to contract with a qualified entity</li> </ul>
Bonus Points – 2.d.i	TBD	TBD		<ul style="list-style-type: none"> <li>PPS did not pursue project 2.d.i</li> </ul>



## Project Scoring Narrative Summaries

### Project 2.a.i

**PPS Name:** Refuah Health Center 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

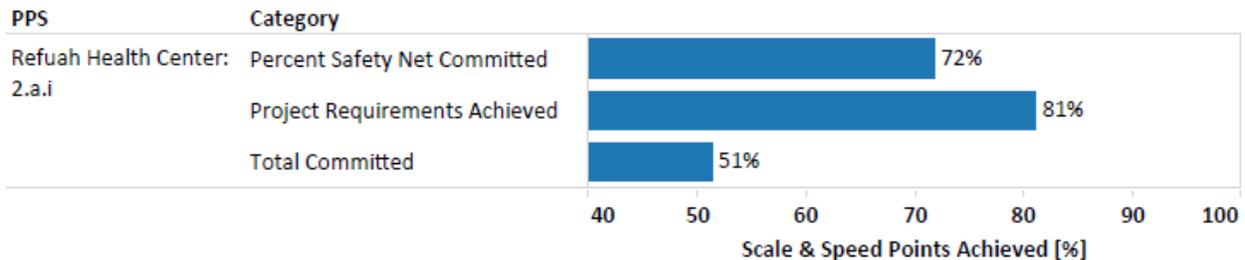
**Final Application Score**  
**92.33**

#### Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
40.00	40	<ul style="list-style-type: none"> <li>Response provides a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community</li> <li>Response clearly outlines the PPS' plans to coordinate with other PPS' serving an overlapping area</li> <li>Response describes how the project's governance strategy will evolve all participants into an integrated healthcare delivery system and includes specific governance strategy milestones</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness has been identified for this project</li> </ul>

#### Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Refuah Health Center:	Percent Safety Net Committed	29.01%	7.19	10
2.a.i	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	1025	5.14	10





Project 2.a.ii

PPS Name: Refuah Health Center PPS

DSRIP Project Number: 2.a.ii

DSRIP Project Title: Increase certification of primary care practitioners with PCMH certification and/or Advanced Primary Care Models (as developed under the NYS Health Innovation Plan (SHIP))

Number of PPS' Pursuing This Project: 5

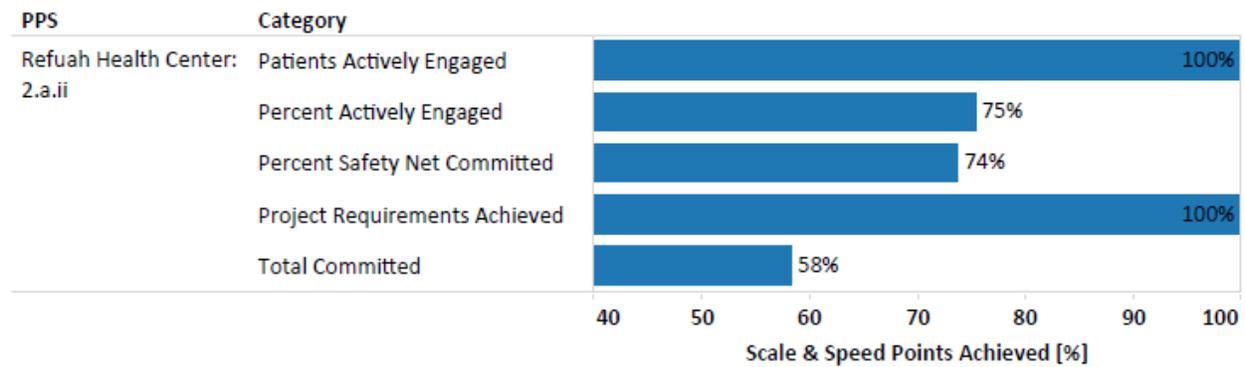
**Final Application Score**  
**91.63**

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> <li>Response effectively links CNA's findings with project design and sites included</li> <li>Response provides a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community</li> <li>Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addresses</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness has been identified for this project</li> </ul>

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Refuah Health Center: 2.a.ii	Patients Actively Engaged	DY3 Q3/Q4	20.00	20
	Percent Actively Engaged	50.71%	15.07	20
	Percent Safety Net Committed	25.42%	7.37	10
	Project Requirements Achieved	DY3 Q3/Q4	20.00	20
	Total Committed	118	5.83	10





Project 2.c.i

PPS Name: Refuah Health Center PPS

DSRIP Project Number: 2.c.i

DSRIP Project Title: Development of community-based health navigation services

Number of PPS' Pursuing This Project: 5

Final Application Score

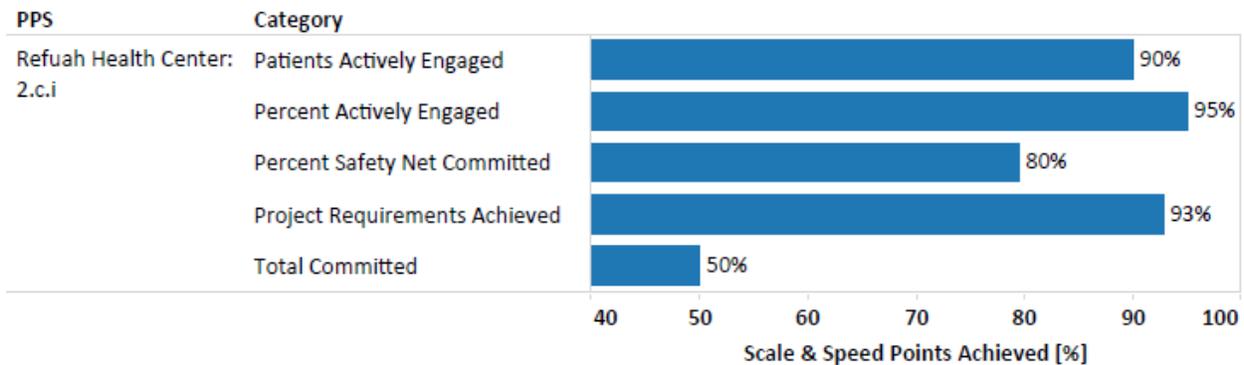
91.82

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> <li>Response effectively addresses gaps identified by the CNA and links these findings with the project design</li> <li>Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addresses</li> </ul>	

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Refuah Health Center: 2.c.i	Patients Actively Engaged	DY4 Q3/Q4	18.00	20
	Percent Actively Engaged	25.00%	19.01	20
	Percent Safety Net Committed	12.04%	7.96	10
	Project Requirements Achieved	DY3 Q1/Q2	18.57	20
	Total Committed	12	5.00	10





Project 3.a.i

PPS Name: Refuah Health Center 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

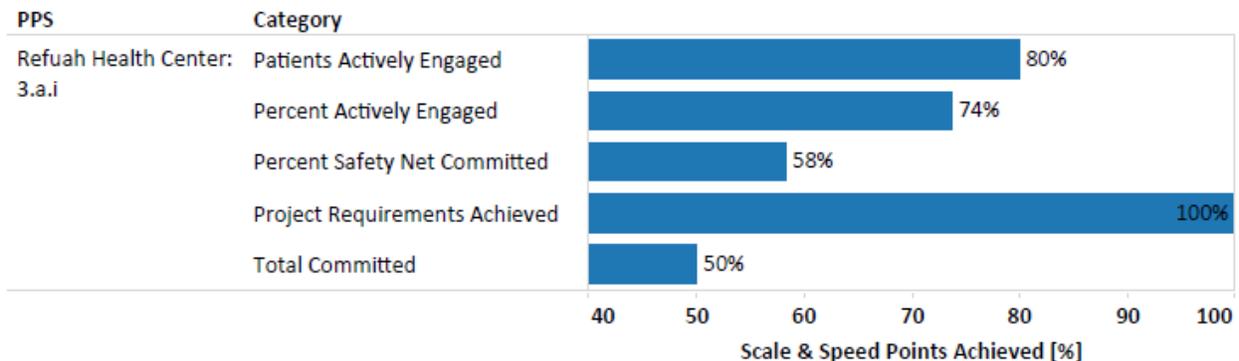
**Final Application Score**  
**86.49**

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	20	<ul style="list-style-type: none"> <li>Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included</li> <li>Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addresses</li> </ul>	<ul style="list-style-type: none"> <li>Description of existing assets and resources could be further developed such as connectivity to a RHIO</li> </ul>

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Refuah Health Center: 3.a.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	38.03%	14.76	20
	Percent Safety Net Committed	11.63%	5.84	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	178	5.00	10





Project 3.a.ii

PPS Name: Refuah Health Center PPS

DSRIP Project Number: 3.a.ii

DSRIP Project Title: Behavioral health community crisis stabilization services

Number of PPS' Pursuing This Project: 11

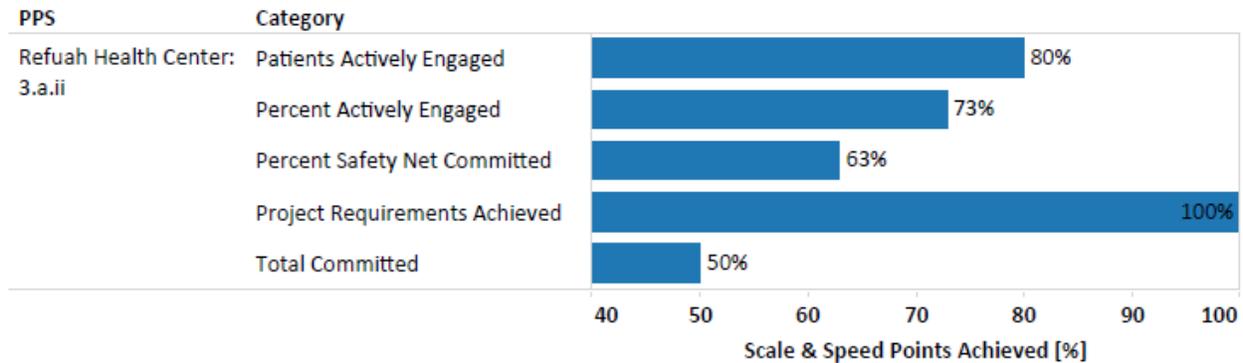
**Final Application Score**  
**86.22**

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
18.67	20	<ul style="list-style-type: none"> <li>Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community</li> </ul>	<ul style="list-style-type: none"> <li>Could provide more detail as to challenges in implementing crisis stabilization teams in a 24/7 environment throughout the affected counties</li> </ul>

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Refuah Health Center: 3.a.ii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	9.96%	14.59	20
	Percent Safety Net Committed	13.75%	6.29	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	2	5.00	10





Project 3.a.iii

PPS Name: Refuah Health Center PPS

DSRIP Project Number: 3.a.iii

DSRIP Project Title: Implementation of evidence-based medication adherence programs (MAP) in community based sites for behavioral health medication compliance

Number of PPS' Pursuing This Project: 2

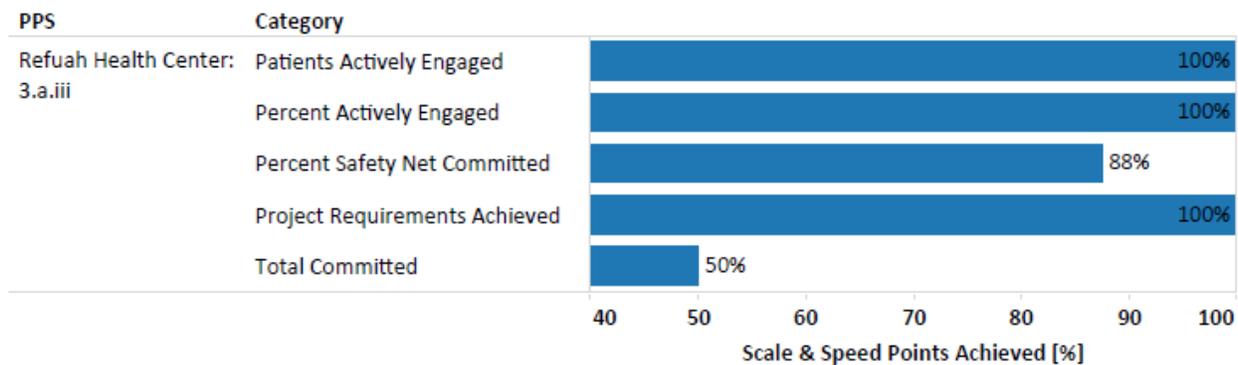
**Final Application Score**  
**95.46**

**Individual Project Score:**

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> <li>Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included</li> <li>Response provides a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community</li> <li>Response sufficiently identifies project challenges PPS will encounter implementing project and describes how these challenges will be appropriately addresses</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness has been identified for this project</li> </ul>

**Project Scale and Speed:**

PPS	Category	PPS Submission	Points Achieved	Possible Points
Refuah Health Center: 3.a.iii	Patients Actively Engaged	DY4 Q3/Q4	20.00	20
	Percent Actively Engaged	20.28%	20.00	20
	Percent Safety Net Committed	10.12%	8.75	10
	Project Requirements Achieved	DY3 Q3/Q4	20.00	20
	Total Committed	12	5.00	10





Project 4.b.i

PPS Name: Refuah Health Center 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**  
**99.84**

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
100.00	100	<ul style="list-style-type: none"> <li>Response provides a sufficient summary of the current assets/resources to be mobilized to meet the needs of the community</li> <li>Response sufficiently identifies project challenges PPS will encounter implementing project and describes how these challenges will be appropriately addresses</li> <li>Response identifies and describes important implementation milestones and provides a timeline for achieving them</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness has been identified for this project</li> </ul>