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

DSRIP Scoring Summary:

Westchester Medical Center

February 17 - 20, 2015

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PPS Informational Page and Proposal Overview

PPS Name: Westchester Medical Center
PPS Lead Organization: Westchester Medical Center
PPS Service Counties: Delaware, Dutchess, Orange, Putnam, Rockford, Sullivan, Ulster, Westchester
Total Attributed Population: 120,232

Goals of the PPS:
1. Create a patient centered integrated delivery system (IDS) in our region
2. Decrease potentially avoidable hospitalizations and unnecessary emergency department (ED) visits
3. Transform siloed delivery of behavioral and physical care in safety net to integrated model
4. Develop region-wide technology infrastructure for data sharing and communication between providers
5. Improve the overall health of the Medicaid and uninsured populations in our region
6. Advance the readiness and capacity of PPS Participants to enter into value-based contracts

Network Composition:

Provider Types	Total Providers in Network
Primary Care Physicians	**609**
Non-PCP Practitioners	**1,878**
Hospitals	**20**
Clinics	**50**
Health Home / Care Management	**27**
Behavioral Health	**324**
Substance Abuse	**28**
Skilled Nursing Facilities / Nursing Homes	**43**
Pharmacy	**4**
Hospice	**7**
Community Based Organizations	**148**
All Other	**1,152**

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.a.iv	Create a medical village using existing hospital infrastructure	54	4	16%
2.b.iv	Care transitions intervention model to reduce 30 day readmissions for chronic health conditions	43	17	68%
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.c.i	Development of community-based health navigation services	30	10	40%
3.d.iii	Implementation of evidence-based medicine guidelines for asthma management	31	5	20%
4.b.i	Promote tobacco use cessation, especially among low SES populations and those with poor mental health.	23	11	44%
4.b.ii	Increase Access to High Quality Chronic Disease Preventive Care and Management in Both Clinical and Community Settings (Note: This project targets chronic diseases that are not included in domain 3, such as cancer	17	11	44%
	Cumulative Index Score	432		
	PPS Rank by Cumulative Index Score	1		

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	19.56	24.79	24.75	25.00	22.81	25.00	24.77	23.65	24.47	24.77	N/A	**24.77**
Community Needs Assessment	25	25.00	25.00	25.00	23.54	25.00	24.58	25.00	24.69	24.92	25.00	N/A	**25.00**
Workforce Strategy	20	16.00	15.43	16.00	15.55	14.48	16.00	15.78	15.58	15.80	15.80	2.00	**17.80**
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	4.83	5.00	4.83	5.00	5.00	5.00	5.00	4.94	4.94	5.00	N/A	**5.00**
PPS Cultural Competency/Health Literacy	15	14.17	15.00	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	9.26	10.00	10.00	10.00	10.00	10.00	10.00	9.88	10.00	10.00	N/A	**10.00**
												Total	97.57

[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	31.67	40.00	40.00	40.00	40.00	40.00	40.00	38.61	40.00	40.00	14.95	32.50	87.45
2.a.iii	20	18.67	20.00	20.00	20.00	17.33	20.00	20.00	19.33	19.73	20.00	28.59	35.00	83.59
2.a.iv	20	18.67	20.00	20.00	20.00	20.00	20.00	20.00	19.78	20.00	20.00	30.59	37.00	87.59
2.b.iv	20	17.33	20.00	20.00	20.00	18.67	20.00	20.00	19.33	19.73	20.00	27.41	33.75	81.16
2.d.i	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	30.00	36.00	86.00
3.a.i	20	18.67	20.00	20.00	20.00	18.67	20.00	20.00	19.56	19.56	20.00	24.48	33.50	77.98
3.a.ii	20	18.67	20.00	18.67	20.00	18.67	20.00	19.33	19.33	19.33	19.33	28.82	33.50	81.66
3.c.i	20	20.00	20.00	20.00	20.00	16.67	20.00	20.00	19.44	20.00	20.00	26.74	40.00	86.74
3.d.iii	20	17.33	20.00	20.00	20.00	17.33	20.00	20.00	19.11	19.11	20.00	27.35	36.67	84.02
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	100.00
4.b.ii	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	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	97.57	29.27	87.45	61.21	3.00	1.33	TBD	**94.82**
2.a.iii	97.57	29.27	83.59	58.51	N/A	1.33	TBD	**89.12**
2.a.iv	97.57	29.27	87.59	61.32	N/A	1.33	TBD	**91.92**
2.b.iv	97.57	29.27	81.16	56.81	N/A	1.33	TBD	**87.42**
2.d.i	97.57	29.27	86.00	60.20	N/A	1.33	TBD	**90.80**
3.a.i	97.57	29.27	77.98	54.58	N/A	1.33	TBD	**85.19**
3.a.ii	97.57	29.27	81.66	57.16	N/A	1.33	TBD	**87.76**
3.c.i	97.57	29.27	86.74	60.72	N/A	1.33	TBD	**91.32**
3.d.iii	97.57	29.27	84.02	58.81	N/A	1.33	TBD	**89.41**
4.b.i	97.57	29.27	100.00	70.00	N/A	1.33	TBD	**100.00**
4.b.ii	97.57	29.27	100.00	70.00	N/A	1.33	TBD	**100.00**

Organizational Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Executive Summary	Pass	Pass/Fail	• PPS' Executive Summary received passing evaluation from all scorers	
Governance	24.77	25	• The governance structure proposed adapts itself well to the PPS region which is characterized by pockets of great wealth and pervasive poverty • Response provides sufficient information on how the governance structure will ensure adequate governance and management of the program • Response clearly describes how the PPS governing body will ensure a transparent governing process • Response establishes plan to establish a compliance program in accordance with NY State Social Security Law 363-d	• If there is disagreement regarding poor performance the process is not clear regarding who is the final decision-maker regarding member removal • The outline presented for low performing members could have included additional information regarding remediation strategy
Community Needs Assessment	25.00	25	• Response adequately explains the Community Needs Assessment's process and methodology • Response sufficiently outlines existing community resources, including the number and types of resources available to the PPS • Response includes each of the needs that the PPS is intending to address through its program and projects	• Demographic information failed to address low birth weight, high risk pregnancies, physical inactivity, and drug overdoses
Workforce Strategy	15.80	20	• Response adequately describes workforce shortages that may impact the PPS • Response sufficiently describes the process by which identified employees and job functions will be redeployed • Response sufficiently describes new jobs that will be created as a result of this implementation • Response sufficiently describes the role of labor (intra/inter-entity) representatives	• Response states an intent to develop standard policy, but could provide more detail regarding the ramifications to employees who refuse retraining • Response is not specific about how the PPS has actively solicited frontline worker engagement and feedback

Section	Subjective Points	Points Possible	Strengths	Comments
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	5.00	5	• Response clearly describes the PPS' plan for an appropriate data sharing arrangement amongst its partner organizations • Response sufficiently describes how the PPS will develop an ability to share relevant patient information in real-time • Response sufficiently explains how rapid-cycle evaluation will assist in facilitating the successful development of a highly functioning PPS	• The oversight by staff of the data produced stated as "frequently" could be more specifically identified
Cultural Competency/Health Literacy	15.00	15	• 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	• How the PPS will contract with CBOs is not clear
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 addresses how fragile safety net providers will achieve financial sustainability • PPS will seek out value based contracts with managed care organizations by DY3	• The PPS plan for financial sustainability had not yet been fully delineated
Final Organizational Score	**97.57**	**100**		

Bonus Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Bonus Points – Population Health Management	3.00	3	• 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	
Bonus Points - Workforce	1.33	3		• The PPS states an intent to contract
Bonus Points – 2.d.i	TBD	TBD	• PPS is pursuing project 2.d.i	

Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: Westchester 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
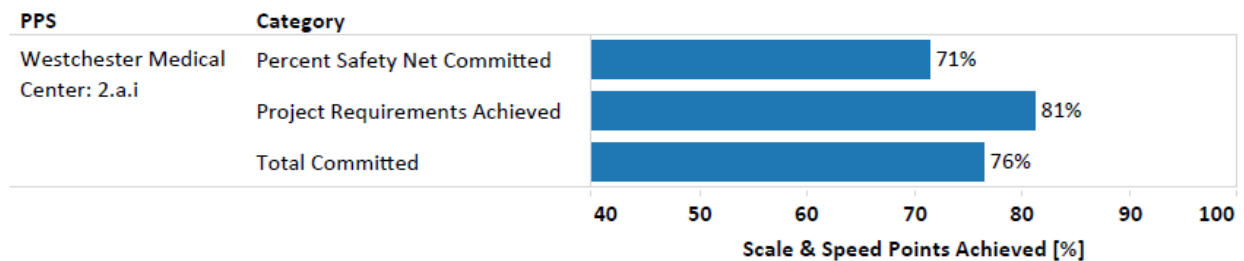**Number of PPS' Pursuing This Project:** 22

Final Application Score
94.82

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
40.00	40	• The PPS discussion of eight elements for foundation of an IDS is exceptionally detailed • Response sufficiently identifies project challenges PPS will encounter implementing project and describes how these challenges will be appropriately addressed • Creation of the Regional Clinical Council will support development of a regional system to promote efficiency, safety and CQI	• No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 2.a.i	Percent Safety Net Committed	34.30%	7.14	10
	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	4290	7.64	10

PPS	Category		
Westchester Medical Center: 2.a.i	Percent Safety Net Committed		71%
	Project Requirements Achieved		81%
	Total Committed		76%

Scale & Speed Points Achieved [%]

![New York State Department of Health — Medicaid Redesign Team logo]

New York Department of Health
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Project 2.a.iii

PPS Name: Westchester 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
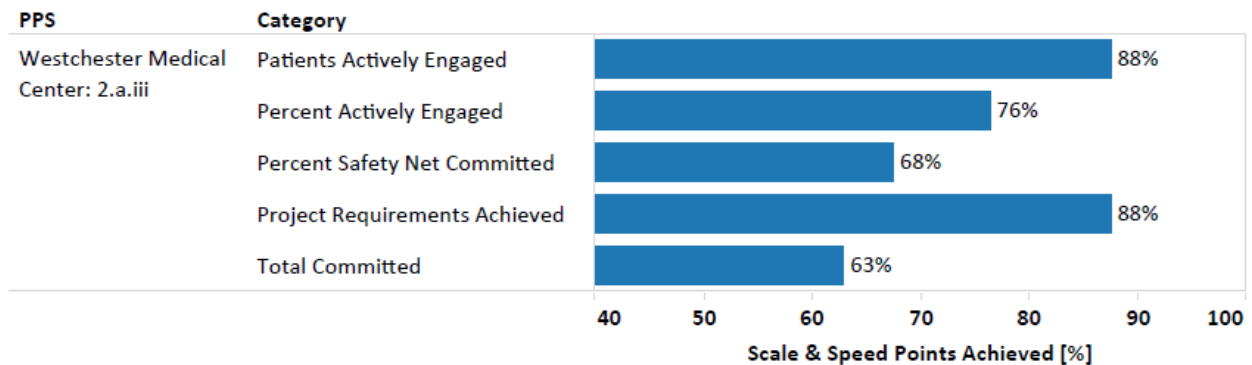**Number of PPS' Pursuing This Project:** 10

Final Application Score
89.12

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
20.00	20	• Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community • Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included	• Project challenges could have been delineated more clearly, but the approach/solution to address challenges are outlined

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 2.a.iii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	16.63%	15.28	20
	Percent Safety Net Committed	27.44%	6.76	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	2031	6.30	10

PPS	Category	
Westchester Medical Center: 2.a.iii	Patients Actively Engaged	88%
	Percent Actively Engaged	76%
	Percent Safety Net Committed	68%
	Project Requirements Achieved	88%
	Total Committed	63%

Scale & Speed Points Achieved [%]

Project 2.a.iv

PPS Name: Westchester Medical Center
DSRIP Project Number: 2.a.iv
DSRIP Project Title: Create a medical village using existing hospital infrastructure
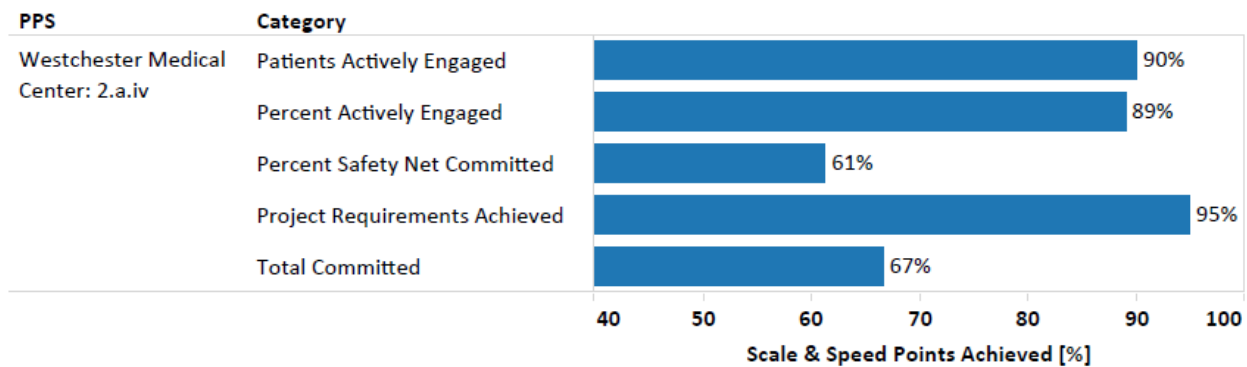**Number of PPS' Pursuing This Project:** 4

Final Application Score
91.92

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
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 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	• No significant weaknesses identified with this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 2.a.iv	Patients Actively Engaged	DY4 Q3/Q4	18.00	20
	Percent Actively Engaged	9.98%	17.79	20
	Percent Safety Net Committed	17.01%	6.13	10
	Project Requirements Achieved	DY4 Q3/Q4	19.00	20
	Total Committed	2	6.67	10

PPS	Category	Scale & Speed Points Achieved [%]
Westchester Medical Center: 2.a.iv	Patients Actively Engaged	90%
	Percent Actively Engaged	89%
	Percent Safety Net Committed	61%
	Project Requirements Achieved	95%
	Total Committed	67%

Project 2.b.iv

PPS Name: Westchester Medical Center
DSRIP Project Number: 2.b.iv
DSRIP Project Title: Care transitions intervention model to reduce 30 day readmissions for chronic health conditions
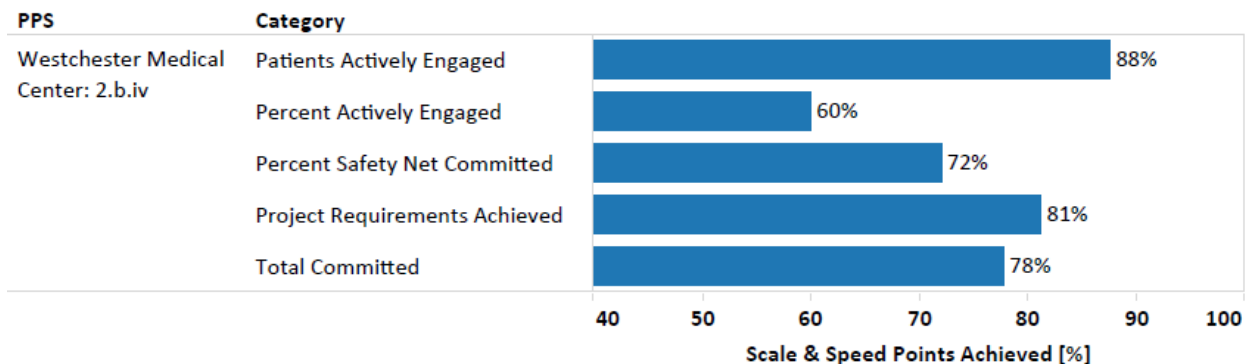**Number of PPS' Pursuing This Project:** 17

Final Application Score
87.42

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
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 sufficient summary of the current assets/resources to be mobilized to meet the needs of the community • Response sufficiently identifies project challenges PPS will encounter in implementing project and describes how these challenges will be appropriately addressed	• No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 2.b.iv	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	4.66%	12.01	20
	Percent Safety Net Committed	27.99%	7.22	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	2066	7.78	10

PPS	Category	
Westchester Medical Center: 2.b.iv	Patients Actively Engaged	88%
	Percent Actively Engaged	60%
	Percent Safety Net Committed	72%
	Project Requirements Achieved	81%
	Total Committed	78%

Scale & Speed Points Achieved [%]

Project 2.d.i

PPS Name: Westchester Medical Center
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
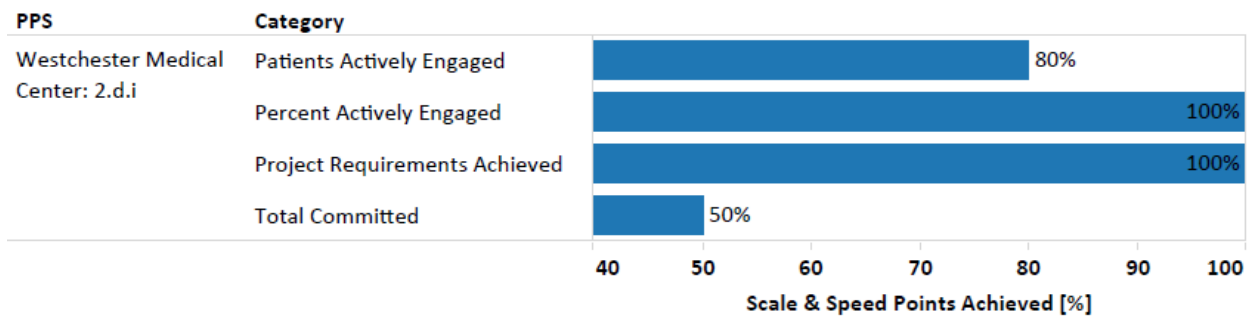
Final Application Score
90.80

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
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 sufficiently identifies project challenges PPS will encounter implementing project and describes how these challenges will be appropriately addressed	No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 2.d.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	100.00%	20.00	20
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	275	10.00	20

PPS	Category							
Westchester Medical Center: 2.d.i	Patients Actively Engaged						80%	
	Percent Actively Engaged							100%
	Project Requirements Achieved							100%
	Total Committed	50%						

Scale & Speed Points Achieved [%]

![New York State Department of Health | Medicaid Redesign Team]

New York Department of Health
Delivery System Reform Incentive Payment (DSRIP) Program
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Project 3.a.i

PPS Name: Westchester Medical Center
DSRIP Project Number: 3.a.i
DSRIP Project Title: Integration of primary care and behavioral health services
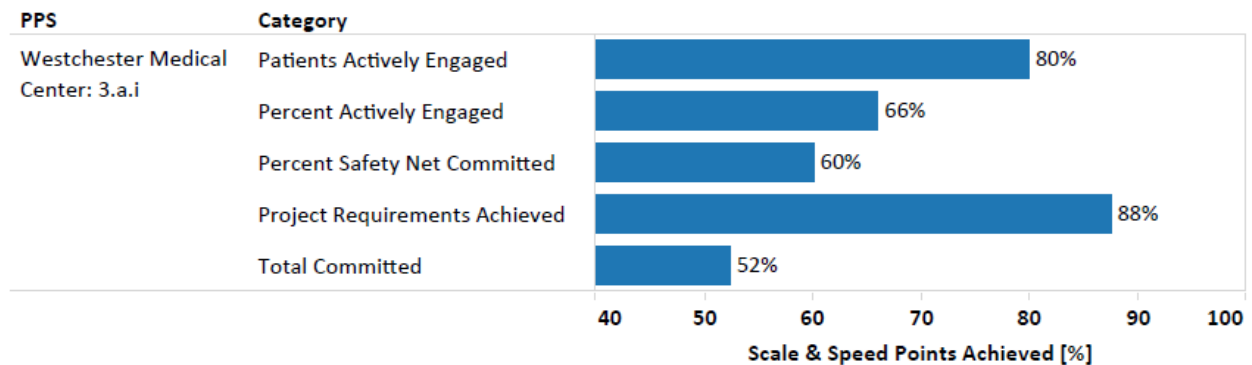**Number of PPS' Pursuing This Project:** 25

Final Application Score
85.19

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
20.00	20	• Response provides a clear explanation of the 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 help this project meet the needs of the community	• No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 3.a.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	25.78%	13.22	20
	Percent Safety Net Committed	6.17%	6.01	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	571	5.24	10

PPS	Category	
Westchester Medical Center: 3.a.i	Patients Actively Engaged	80%
	Percent Actively Engaged	66%
	Percent Safety Net Committed	60%
	Project Requirements Achieved	88%
	Total Committed	52%

Scale & Speed Points Achieved [%]

Project 3.a.ii

PPS Name: Westchester Medical Center
DSRIP Project Number: 3.a.ii
DSRIP Project Title: Behavioral health community crisis stabilization services
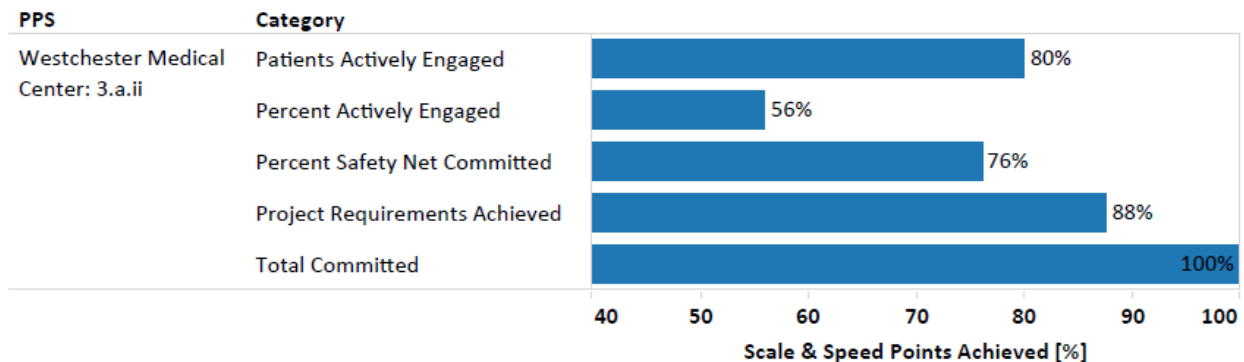**Number of PPS' Pursuing This Project:** 11

Final Application Score
87.76

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	20	• Response provides a clear explanation of the 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 help this project meet the needs of the community	• The strategy of "knitting" together existing crisis services and filling gaps is not described in sufficient detail • The challenge of changing behavior is identified in the response. The solution could be described in more detail

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 3.a.ii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	2.62%	11.21	20
	Percent Safety Net Committed	25.39%	7.62	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	7	10.00	10

PPS	Category	Scale & Speed Points Achieved [%]
Westchester Medical Center: 3.a.ii	Patients Actively Engaged	80%
	Percent Actively Engaged	56%
	Percent Safety Net Committed	76%
	Project Requirements Achieved	88%
	Total Committed	100%

Project 3.c.i

PPS Name: Westchester Medical Center
DSRIP Project Number: 3.c.i
DSRIP Project Title: Evidence-based strategies for disease management in high risk/affected populations (adults only)
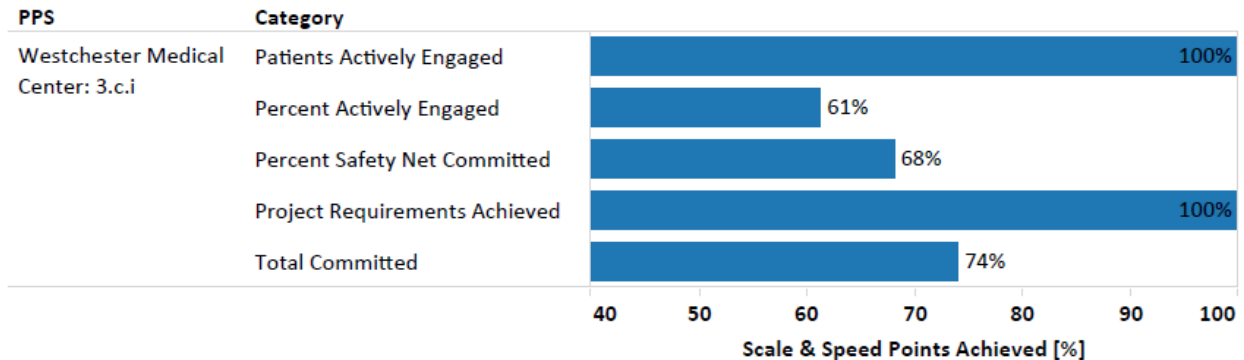**Number of PPS' Pursuing This Project:** 10

Final Application Score
91.32

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
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 sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community	• No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 3.c.i	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	6.69%	12.27	20
	Percent Safety Net Committed	17.17%	6.81	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	2031	7.41	10

PPS	Category	Scale & Speed Points Achieved [%]
Westchester Medical Center: 3.c.i	Patients Actively Engaged	100%
	Percent Actively Engaged	61%
	Percent Safety Net Committed	68%
	Project Requirements Achieved	100%
	Total Committed	74%

Project 3.d.iii

PPS Name: Westchester Medical Center
DSRIP Project Number: 3.d.iii
DSRIP Project Title: Implementation of evidence-based medicine guidelines for asthma management
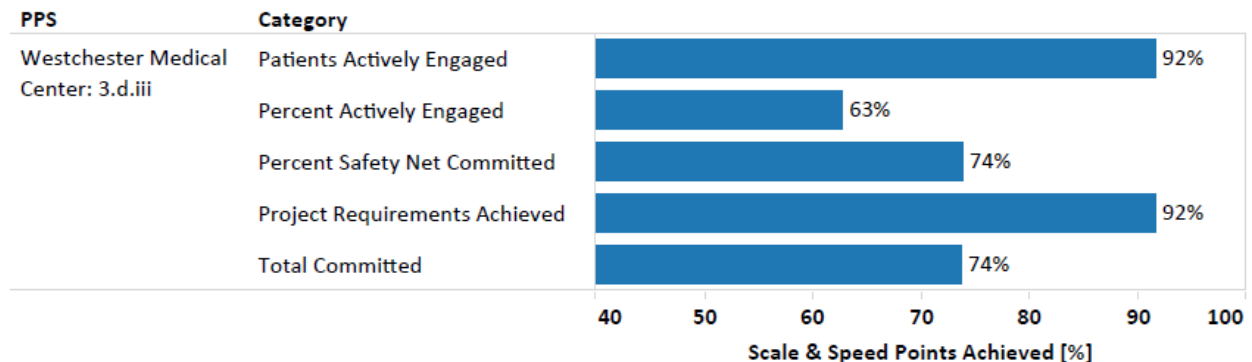**Number of PPS' Pursuing This Project:** 5

Final Application Score
89.41

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
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 sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community	• How each challenge identified will be addressed could be described more clearly

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Westchester Medical Center: 3.d.iii	Patients Actively Engaged	DY2 Q3/Q4	18.33	20
	Percent Actively Engaged	5.66%	12.57	20
	Percent Safety Net Committed	26.55%	7.40	10
	Project Requirements Achieved	DY2 Q3/Q4	18.33	20
	Total Committed	1860	7.38	10

PPS	Category
Westchester Medical Center: 3.d.iii	Patients Actively Engaged — 92%
	Percent Actively Engaged — 63%
	Percent Safety Net Committed — 74%
	Project Requirements Achieved — 92%
	Total Committed — 74%

Scale & Speed Points Achieved [%]

Project 4.b.i

PPS Name: Westchester Medical Center
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	Comment
100.00	100	• 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 meet the needs of the community • Response sufficiently identifies project challenges PPS will encounter implementing project and describes how these challenges will be appropriately addressed	• Achievement milestones could have been more specific

Project 4.b.ii

PPS Name: Westchester Medical Center
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 (Note: This project targets chronic diseases that are not included in domain 3, such as cancer)
Number of PPS' Pursuing This Project: 11

Final Application Score
100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comment
100.00	100	• 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 meet the needs of the community • Response sufficiently identifies project challenges PPS will encounter in implementing project and describes how these challenges will be appropriately addressed	• Achievement milestones could have been more specific