



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP PPS Organizational Application**

**Richmond Univ Med Center & Staten Island Univ  
Hosp (PPS ID:43)**

**SECTION 1 – EXECUTIVE SUMMARY:**

**Section 1.0 - Executive Summary - Description:**

**Description:**

The DSRIP PPS Organizational Application must include an executive summary clearly articulating how the PPS will evolve into a highly effective integrated delivery system. This section will also include questions about any application(s) for regulatory relief the PPS is pursuing.

**Scoring Process:**

This section is not factored into the scoring of the PPS application. This response will be reviewed for completeness and a pass/fail determination will be made.

**Section 1.1 - Executive Summary:**

**\*Goals:**

Succinctly explain the identified goals and objectives of the PPS. Goals and objectives should match the overall goals of the NY DSRIP waiver and should be measurable.

#	Goal	Reason For Goal
1	Develop an infrastructure that achieves transformation by investing in technology, tools, and human resources.	Staten Island PPS providers require additional tools, technology, and resources to better serve patients in a more efficient way. The DSRIP investment in infrastructure will enable the improvements in communication and care delivery required to meet DSRIP goals and ensure the program is sustainable.
2	Expand access to the appropriate level of care and reduce barriers to care for all patients.	SI is comprised of an ethnically diverse population, presenting linguistic and cultural barriers for Medicaid enrollees and the uninsured attempting to self-manage care and access and navigate SI's healthcare provider system
3	Expand outpatient and community services to reduce avoidable hospital/Emergency Department use.	The PPS will strengthen and expand outpatient services including home care, ambulatory detox, behavioral health/substance abuse and primary care to provide to reduce avoidable admissions, readmissions, and ER visits.
4	Improve the overall health of the community on Staten Island.	The overall goal of transforming care across SI will be improve the overall health of the community for Medicaid patient, the uninsured, and all patients.
5	Improve coordination of care / develop an integrated network	SI PPS partners and patients report a need to better coordination services and communication across SI's provider network will limit inappropriate utilization of services and improve overall care.
6	Improve care management for high risk patients, including patients with chronic acute and behavioral conditions.	The PPS believes providing high-risk patients with chronic conditions or other risk factors with individualized care management services through a coordination care plan in collaboration with an integrated care team will allow patients to better manage their care and direct patients to appropriately utilize services.
7	Develop population health care capacity	The ability to perform population wide analytics and risk stratification to proactively identify patients and effectively prioritize outreach activities and interventions is critical to improving health outcomes and reducing avoidable hospital use.
8	Integrate technology to allow for the secure exchange of health information across PPS providers.	The SI PPS strongly believes that the ability for providers to share information is central to the overall strategy for reducing hospital admissions by improving coordination and integration of the care continuum.
9	Reduce per person costs for providing care.	Through achieving the appropriate utilization of services for Medicaid beneficiaries and the uninsured, the PPS will work to reduce healthcare expenditures.
10	Engage the uninsured and low utilizing Medicaid patients and connect them to care.	For any healthcare transformation to be successful the PPS must provide enhanced quality of care to current patients, and must also engage patients that are low/non-utilizers or uninsured to connect them to the appropriate



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#	Goal	Reason For Goal
		prevention and management services.
11	Implement innovative and evidence based care models throughout the care continuum.	To improve the overall care delivery for patients on SI, PPS providers will test and implement innovative and evidence based care models and protocols across the PPS.
12	Implement learning collaboration between PPS partners for sharing best practices across the system.	The PPS will build upon collaboration that has begun during the DSRIP planning process to develop PPS wide training programs that allow for the sharing of best practices and innovative approaches across the PPS to drive quality improvement for all patients.

**\*Formulation:**

Explain how the PPS has been formulated to meet the needs of the community and address identified healthcare disparities.

Staten Island (SI) is a comparably smaller market for healthcare services in the New York City (NYC) metropolitan area with a history of provider collaboration and a shared understanding of the community among health, social service, and community-based organizations, making SI favorable to achieve population-based healthcare through a more integrated delivery system. The hospitals on SI, Richmond University Medical Center (RUMC) and Staten Island University Hospital (SIUH), that combined have 86% of all Medicaid discharges, and 90% of self-pay discharges, will act as Co-Leads to the Staten Island PPS (SI PPS). Without the PPS, SI, which does not have a public (HHC) acute care hospital, would not be adequately served by the DSRIP program. Congruent with the goals of DSRIP, it is compelling to have a Co-lead DSRIP project by the borough's only two hospitals. To implement and manage the SI PPS, a NewCo will be formed, led by RUMC and SIUH, where PPS partner organization members will have ongoing input and a formal role in the NewCo governance and management structure allowing providers and community members to have an ongoing input into the implementation of the DSRIP program.

**\*Steps:**

Provide the vision of what the delivery system will look like after 5 years and how the full PPS system will be sustainable into future.

The SI PPS' central goal will be the transformation into a more integrated delivery system where care is properly coordinated across the continuum of care through aligned goals and incentives, and through an IT infrastructure that allows providers to share health information and communicate across providers. This goal will be achieved through the development of an infrastructure that lays the foundation for delivery system transformation including technology, tools and resources that strengthen the provider system and allow sustainability after the 5 year DSRIP program. The transformation will also support the delivery of care in the right setting, at the right time, for the right cost, strengthening outpatient and community based services. The PPS through NewCo will also evolve, in partnership with Managed Care Organizations (MCOs) to accept risk based contracts and other value based reimbursement arrangements.

**\*Regulatory Relief:**

Is the PPS applying for regulatory relief as part of this application? Yes

For each regulation for which a waiver is sought, identify in the response below the following information regarding regulatory relief:

- Identify the regulation that the PPS would like waived (please include specific citation);
- Identify the project or projects in the Project Plan for which a regulatory waiver is being requested and outline the components of the various project(s) that are impacted;
- Set forth the reasons for the waiver request, including a description of how the waiver would facilitate implementation of the identified project and why the regulation might otherwise impede the ability of the PPS to implement such project;
- Identify what, if any, alternatives the PPS considered prior to requesting regulatory relief; and
- Provide information to support why the cited regulatory provision does not pertain to patient safety and why a waiver of the regulation(s) would not risk patient safety. Include any conditions that could be imposed to ensure that no such risk exists, which may include submission of policies and procedures designed to mitigate the risk to persons or providers affected by the waiver, training of appropriate staff on the policies and procedures, monitoring of implementation to ensure adherence to the policies and procedures, and evaluation of the effectiveness of the policies and procedures in mitigating risk.

**PPS' should be aware that the relevant NYS agencies may, at their discretion, determine to impose conditions upon the granting of waivers. If these conditions are not satisfied, the State may decline to approve the waiver or, if it has already approved the waiver, may**