

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

DSRIP Scoring Summary:

Adirondack Health Institute

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

PPS Name: Adirondack Health Institute

PPS Lead Organization: Adirondack Health Institute Inc.

PPS Service Counties: Clinton, Essex, Franklin, Fulton, Hamilton, Saratoga, St Lawrence, Warren,

Washington

Total Attributed Population: 74,941

Goals of the PPS:

1. Reduce avoidable hospital and emergency department use by 25% over 5 years.

- 2. Increase the proportion of care that is provided under a value-based payment methodology.
- 3. Increase the # of primary care providers that are recognized Patient Centered Medical Homes.
- 4. Increase primary care capacity.
- 5. Connect a wider range of providers to RHIOs and/or regional population health management technology.
- 6. Increase options for home and community-based care.
- 7. Ensure the full care continuum participates in health system transformation.

Network Composition:

	Total Providers in
Provider Types	Network
Primary Care Physicians	253
Non-PCP Practitioners	627
Hospitals	14
Clinics	25
Health Home / Care Management	15
Behavioral Health	126
Substance Abuse	15
Skilled Nursing Facilities / Nursing Homes	23
Pharmacy	2
Hospice	3
Community Based Organizations	23
All Other	342

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.a.iv	Create a medical village using existing hospital infrastructure	54	4	16%
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.ii	Behavioral health community crisis stabilization services	37	11	44%
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.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.ii	Increase Access to High Quality Chronic Disease Preventive Care and Management in Both Clinical and Community Settings	17	11	44%
	Cumulative Index Score	419		
	PPS Rank by Cumulative Index Score	5		



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	Section Points Possible			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	23.02	21.38	24.75	24.02	17.71	23.92	23.47	22.47	23.42	23.47	N/A	23.47
Community Needs Assessment	25	25.00	24.58	24.17	23.96	24.31	21.88	24.24	23.98	24.40	24.40	N/A	24.40
Workforce Strategy	20	14.80	15.83	16.00	16.00	14.52	14.67	15.32	15.30	15.30	15.32	2.00	17.32
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	4.83	5.00	5.00	5.00	4.33	4.72	4.92	4.81	4.91	4.92	N/A	4.92
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	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	9.44	10.00	10.00	10.00	10.00	9.78	9.89	10.00	N/A	10.00
												Total	95.10

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	Points Possible			Reviewe	er Scores				Subjec	ctive Scores		Objectiv	e 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	40.00	40.00	30.00	40.00	40.00	40.00	40.00	38.33	40.00	40.00	13.91	32.50	86.41
2.a.ii	20	18.67	20.00	20.00	20.00	18.67	18.67	19.33	19.33	19.33	19.33	39.38	40.00	98.71
2.a.iv	20	20.00	20.00	18.67	20.00	20.00	20.00	20.00	19.78	20.00	20.00	29.72	38.00	87.72
2.b.viii	20	16.00	16.00	18.67	16.00	13.33	16.00	16.00	16.00	16.00	16.00	34.33	32.25	82.58
2.d.i	20	17.33	20.00	18.67	18.67	18.67	20.00	18.67	18.89	19.20	19.20	30.00	36.00	85.20
3.a.i	20	17.33	20.00	20.00	20.00	17.33	20.00	20.00	19.11	19.11	20.00	29.28	32.67	81.94
3.a.ii	20	17.33	20.00	18.67	20.00	17.33	20.00	19.33	18.89	18.89	19.33	27.73	33.50	80.57
3.a.iv	20	17.33	20.00	20.00	20.00	17.33	20.00	20.00	19.11	19.11	20.00	21.86	37.78	79.63
3.g.i	20	17.33	20.00	20.00	20.00	17.33	20.00	20.00	19.11	19.11	20.00	25.92	34.67	80.58
4.a.iii	100	83.33	88.89	83.33	100.00	83.33	100.00	86.11	89.81	89.81	89.81	0.00	0.00	89.81
4.b.ii	100	100.00	100.00	100.00	100.00	94.44	100.00	100.00	99.07	100.00	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	95.10	28.53	86.41	60.48	3.00	1.33	TBD	93.35
2.a.ii	95.10	28.53	98.71	69.10	N/A	1.33	TBD	98.96
2.a.iv	95.10	28.53	87.72	61.40	N/A	1.33	TBD	91.27
2.b.viii	95.10	28.53	82.58	57.81	N/A	1.33	TBD	87.67
2.d.i	95.10	28.53	85.20	59.64	N/A	1.33	TBD	89.50
3.a.i	95.10	28.53	81.94	57.36	N/A	1.33	TBD	87.22
3.a.ii	95.10	28.53	80.57	56.40	N/A	1.33	TBD	86.26
3.a.iv	95.10	28.53	79.63	55.74	N/A	1.33	TBD	85.61
3.g.i	95.10	28.53	80.58	56.41	N/A	1.33	TBD	86.27
4.a.iii	95.10	28.53	89.81	62.87	N/A	1.33	TBD	92.74
4.b.ii	95.10	28.53	100.00	70.00	N/A	1.33	TBD	99.86



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	23.47	25	 Response adequately describes how the Project Advisory Committee was formed, the timing in which it was formed, and its membership Response clearly identifies the compliance official and description of the individual's organizational relationship to the governing team Response clearly identifies the planned use of auditors 	 Compliance training is not adequately described but the compliance plan that is under development will include an education and training component The PPS is in the process of forming the LLC. The response does not clearly articulate how the governance structure ensures accountability; or identify the governance membership; include sufficient detail to provide a complete picture of the decision-making process; and processes are still being developed to support the financial success of the PPS and the decision making of the PPS' governance structure
Community Needs Assessment	24.40	25	 Response clearly describes information and data sources leveraged to conduct the CNA Response adequately explains the leading causes of hospitalization and preventable hospitalizations by demographic groupings Response prioritizes needs appropriately, reflects information, and draws conclusions from the CNA and prior application responses Response appropriately references each need in the DSRIP project section of the application, reenforcing the rationale for the project selection 	 Response identifies community resource needs but does not articulate how the PPS will address the gaps in its network



Section	Subjective Points	Points Possible	Strengths	Comments
Workforce Strategy	15.32	20	 Response adequately explains ramifications for existing employees who refuse retraining assignment Response effectively describes the process and potential impact of redeployment approach Response sufficiently describes new jobs that will be created as a result of this implementation Response sufficiently describes the steps the PPS plans to implement to continue stakeholder and worker engagement 	 Response does not show the specific workforce categories of existing staff that will be impacted Response does not fully describe the formal role of specific labor representatives in the workforce impact process Response does not state whether redeployment is voluntary
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	4.92	5	 Response adequately explains how all PPS partners will act in unison to ensure privacy and security of data 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 	 Response does not fully address the oversight process for the application of RCE results to PPS providers
Cultural Competency/Health Literacy	15.00	15	 Response adequately captures the identified cultural competency challenges which the PPS must address to ensure success Response describes a successful plan to improve and reinforce health literacy of patients Response sufficiently explains initiatives the PPS will pursue to promote health literacy 	No identified weaknesses. PPS received the maximum amount of points 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 	



Section	Subjective Points	Points Possible	Strongths	Comments
Financial Sustainability Plan	10.00	10	Response effectively explains the expected financial impact of program's projects on financially fragile providers and others that could be negatively impacted by the program's goals Response clearly describes how the PPS will ensure that fragile safety net providers achieve a path to financial sustainability Response sufficiently addresses how fragile safety net providers will achieve a path to financial sustainability	No significant identified weaknesses. PPS received the maximum amount of points for this section
Final Organizational Score	95.10	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	
Bonus Points - Workforce	1.33	3		PPS intends to contract with one of three identified workforce vendors
Bonus Points – 2.d.i	TBD	TBD	PPS is pursuing project 2.d.i	

Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: Adirondack Health Institute

DSRIP Project Number: 2.a.i

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

Population Health Management

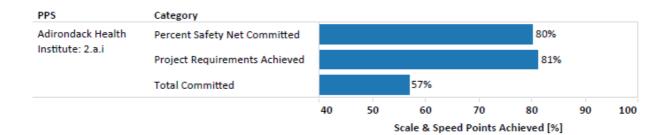
Number of PPS' Pursuing This Project: 22

Final Application Score 93.35

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
40.00	40	 Response describes how the project's governance strategy will evolve all participants into an integrated healthcare delivery system and includes specific governance strategy milestones 	No significant identified weaknesses. PPS received the maximum amount of points for this section

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Percent Safety Net Committed	70.13%	8.01	10
Institute: 2.a.i	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	1468	5.69	10



Project 2.a.ii

PPS Name: Adirondack Health Institute

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 98.96

Individual Project Score

Subjective Points	Points Possible	Strengths	Comments
		 Response effectively links CNA's findings with the project design and sites included Response sufficiently identifies project challenges or anticipated issues the PPS will encounter in 	Targeted Patient population should be defined using more specific, objective criteria
19.33	20	 implementing this project and describes how these challenges will be appropriately addressed Response clearly outlines the PPS' plans to coordinate on this project with other PPSs serving an overlapping area 	

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Patients Actively Engaged	DY3 Q3/Q4	20.00	20
Institute: 2.a.ii	Percent Actively Engaged	100.00%	20.00	20
	Percent Safety Net Committed	46.24%	9.38	10
	Project Requirements Achieved	DY3 Q3/Q4	20.00	20
	Total Committed	278	10.00	10



Project 2.a.iv

PPS Name: Adirondack Health Institute

DSRIP Project Number: 2.a.iv

DSRIP Project Title: Create a medical village using existing hospital infrastructure

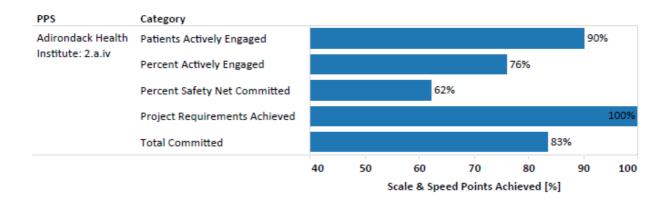
Number of PPS' Pursuing This Project: 4

Final Application Score 91.27

Individual Project Score:

	Points Possible	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 provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community 	No significant identified weaknesses. PPS received the maximum amount of points for this section

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Patients Actively Engaged	DY4 Q3/Q4	18.00	20
Institute: 2.a.iv	Percent Actively Engaged	6.63%	15.18	20
	Percent Safety Net Committed	5.94%	6.21	10
	Project Requirements Achieved	DY4 Q1/Q2	20.00	20
	Total Committed	4	8.33	10



DSRIP Project Plan Application Scoring



Project 2.b.viii

PPS Name: Adirondack Health Institute

DSRIP Project Number: 2.b.viii

DSRIP Project Title: Hospital-Home Care Collaboration Solutions

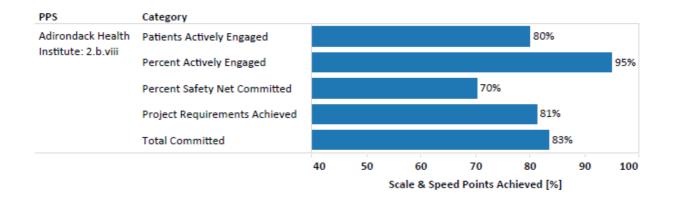
Number of PPS' Pursuing This Project: 7

Final Application Score 87.67

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
16.00	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 sufficiently identifies project challenges or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addressed 	Response could have associated the design of rapid response teams to sites within PPS

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
Institute: 2.b.viii	Percent Actively Engaged	10.05%	18.98	20
	Percent Safety Net Committed	19.57%	7.02	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	15	8.33	10





Project 2.d.i

PPS Name: Adirondack Health Institute

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

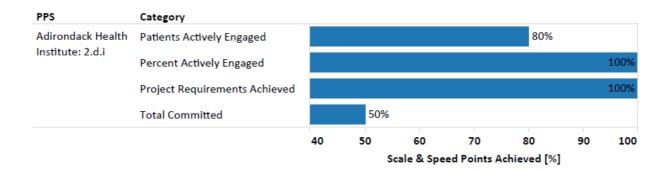
Number of PPS' Pursuing This Project: 14

Final Application Score 89.50

Individual Project Score:

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Subjective	Points		
Points	Possible	Strengths	Comments
19.20	20	 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 	 Response could have included more details how existing resources can be developed or repurposed to address a large population

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health Institute: 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	75	10.00	20





Project 3.a.i

PPS Name: Adirondack Health Institute

DSRIP Project Number: 3.a.i

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

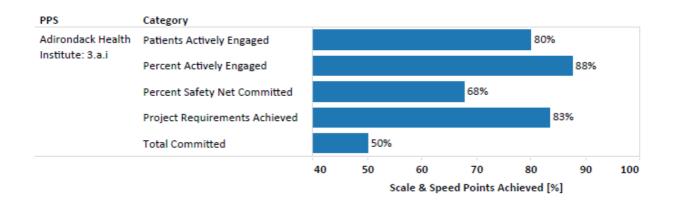
Number of PPS' Pursuing This Project: 25

Final Application Score 87.22

Individual Project Score:

Subjective Points	Points Possible	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 sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community 	No significant identified weaknesses. PPS received the maximum amount of points for this section

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
Institute: 3.a.i	Percent Actively Engaged	60.00%	17.50	20
	Percent Safety Net Committed	24.74%	6.77	10
	Project Requirements Achieved	DY4 Q1/Q2	16.67	20
	Total Committed	263	5.00	10





Project 3.a.ii

PPS Name: Adirondack Health Institute

DSRIP Project Number: 3.a.ii

DSRIP Project Title: Behavioral health community crisis stabilization services

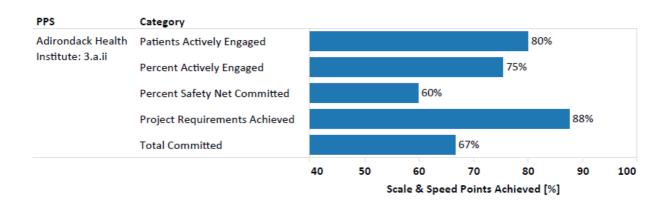
Number of PPS' Pursuing This Project: 11

Final Application Score 86.26

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	20	Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community	Plans to address challenges are not in place and not explained in detail
13.33	20	 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included 	

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
Institute: 3.a.ii	Percent Actively Engaged	11.02%	15.07	20
	Percent Safety Net Committed	9.62%	5.99	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	4	6.67	10



Project 3.a.iv

PPS Name: Adirondack Health Institute

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

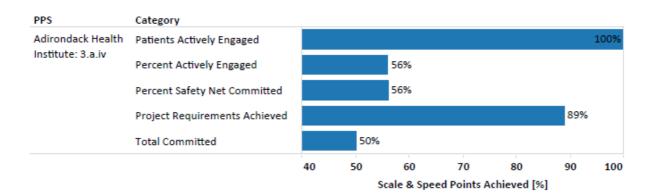
Number of PPS' Pursuing This Project: 4

Final Application Score 85.61

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 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 Response effectively addresses gaps identified by the CNA and links these findings with the project design and sites included 	No significant identified weaknesses. PPS received the maximum amount of points for this section

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health Institute: 3.a.iv	Patients Actively Engaged	DY4 Q3/Q4	20.00	20
	Percent Actively Engaged	1.32%	11.19	20
	Percent Safety Net Committed	5.94%	5.61	10
	Project Requirements Achieved	DY4 Q1/Q2	17.78	20
	Total Committed	31	5.00	10





Project 3.g.i

PPS Name: Adirondack Health Institute

DSRIP Project Number: 3.g.i

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

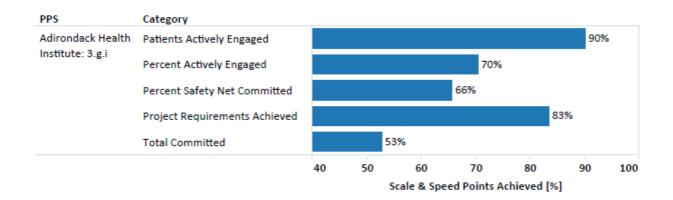
Number of PPS' Pursuing This Project: 9

Final Application Score 86.27

Individual Project Score:

Subjective Points	Points Possible	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 sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community 	No significant identified weaknesses. PPS received the maximum amount of points for this section

PPS	Category	PPS Submission	Points Achieved	Possible Points
Adirondack Health	Patients Actively Engaged	DY4 Q3/Q4	18.00	20
Institute: 3.g.i	Percent Actively Engaged	5.69%	14.07	20
	Percent Safety Net Committed	19.08%	6.57	10
	Project Requirements Achieved	DY4 Q1/Q2	16.67	20
	Total Committed	229	5.28	10



New York Department of Health

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Project 4.a.iii

PPS Name: Adirondack Health Institute

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 92.74

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
89.81	100	Selection of the project was supported by the CNA	 Response contains little detail about the population to be served Strategies to address and overcome the identified challenges are too vague Response lacks enough milestones to match the project's complexity and strategy



Project 4.b.ii

PPS Name: Adirondack Health Institute

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 Number of PPS' Pursuing This Project: 11

Final Application Score 99.86

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
100.00	100	 Response effectively addresses gaps identified by the CNA and links findings with project design and sites included Response clearly outlines the PPS' plans to coordinate with other PPSs in overlapping area Response identifies and describes the project's important implementation milestones and provides an anticipated timeline for achieving them 	No significant weakness identified for this project