

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

DSRIP Scoring Summary: Millennium Collaborative Care PPS (ECMC)

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

Medicaid

Redesign Team

PPS Name: Millennium Collaborative Care PPS (ECMC)

PPS Lead Organization: Erie County Medical Center

Department

of Health

PPS Service Area: Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, Wyoming **Attributed Lives for Valuation:** 230,975

Goals of the PPS:

- 1. Resolve excess bed capacity in inpatient and SNF facilities
- 2. Activate a continuum or providers in the IDS including medical, behavioral, and community
- 3. Achieve care management integration across the IDS including medical, behavioral, and community
- 4. Achieve clinically interoperable care management and community support across the system
- 5. Achieve PCMH/APCM standards and meaningful use requirements in all safety net primary care locations net primary care locations
- 6. Achieve EHR connectivity to RHIO's HIE for all safety net primary care locations
- 7. Achieve HIT integrated population health management in all safety net primary care locations
- 8. Establish contracts with Medicaid MCOs that includes value-based payment
- 9. Achieve transition to a provider compensation model that includes incentive-based payments
- 10. Achieve real service integration with all Health Home agencies
- 11. Engage patients in the integrated delivery system at all levels
- 12. Address shortages and access gaps for primary care and specialty services in high-need areas

Network Composition:

	Total Providers in
Provider Types	Network
Primary Care Physicians	653
Non-PCP Practitioners	2,396
Hospitals	14
Clinics	50
Health Home / Care Management	28
Behavioral Health	165
Substance Abuse	14
Skilled Nursing Facilities / Nursing Homes	53
Pharmacy	5
Hospice	5
Community Based Organizations	19
All Other	1,814



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.b.iii	ED care triage for at-risk populations	43	13	52%
2.b.vii	Implementing the INTERACT project (inpatient transfer avoidance program for SNF)	41	7	28%
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.b.i	Evidence-based strategies for disease management in high risk/affected populations (adult only)	30	15	60%
3.f.i	Increase support programs for maternal & child health (including high risk pregnancies) (Example: Nurse-Family Partnership)	32	4	16%
4.a.i	Promote mental, emotional and behavioral (MEB) well- being in communities	20	2	8%
4.d.i	Reduce premature births	24	2	8%
	Cumulative Index Score	423		
	PPS Rank by Cumulative Index Score	3		



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	le	Reviewer Scores				Subjective 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	23.75	24.69	24.50	24.48	20.96	25.00	24.49	23.90	24.48	24.49	N/A	24.49
Community Needs Assessment	25	25.00	25.00	24.58	23.96	25.00	22.92	24.79	24.41	24.71	24.79	N/A	24.79
Workforce Strategy	20	16.00	16.00	16.00	15.22	14.43	16.00	16.00	15.61	15.84	16.00	2.00	18.00
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	5.00	4.72	3.94	5.00	4.33	5.00	4.86	4.67	4.81	4.86	N/A	4.86
PPS Cultural Competency/Health Literacy	15	15.00	13.33	15.00	12.50	12.50	15.00	14.17	13.89	13.89	14.17	N/A	14.17
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	7.96	7.59	9.44	8.52	9.44	8.98	8.83	8.83	8.98	N/A	8.98
												Total	95.29

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	r Scores				Subjec	tive 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	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	16.35	30.00	86.35
2.b.iii	20	20.00	20.00	20.00	18.67	18.67	20.00	20.00	19.56	19.56	20.00	27.02	33.14	80.16
2.b.vii	20	20.00	20.00	20.00	20.00	18.33	20.00	20.00	19.72	20.00	20.00	29.59	37.50	87.09
2.b.viii	20	20.00	20.00	18.33	20.00	15.00	20.00	20.00	18.89	19.67	20.00	29.60	36.00	85.60
2.d.i	20	20.00	20.00	20.00	20.00	16.67	20.00	20.00	19.44	20.00	20.00	30.00	36.00	86.00
3.a.i	20	20.00	20.00	18.67	20.00	14.67	20.00	20.00	18.89	19.73	20.00	26.28	36.07	82.35
3.a.ii	20	17.33	20.00	18.67	20.00	16.00	20.00	19.33	18.67	19.20	19.33	31.23	33.50	84.06
3.b.i	20	17.33	20.00	20.00	20.00	16.00	20.00	20.00	18.89	19.47	20.00	28.41	32.50	80.91
3.f.i	20	20.00	20.00	20.00	20.00	18.67	20.00	20.00	19.78	20.00	20.00	31.64	38.33	89.97
4.a.i	100	100.00	100.00	100.00	100.00	88.89	100.00	100.00	98.15	100.00	100.00	0.00	0.00	100.00
4.d.i	100	100.00	100.00	100.00	100.00	80.00	100.00	100.00	96.67	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

Millennium Collaborative Care PPS (ECMC)



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	95.29	28.59	86.35	60.45	3	1.00	TBD	93.03
2.b.iii	95.29	28.59	80.16	56.11	N/A	1.00	TBD	85.70
2.b.vii	95.29	28.59	87.09	60.96	N/A	1.00	TBD	90.55
2.b.viii	95.29	28.59	85.60	59.92	N/A	1.00	TBD	89.51
2.d.i	95.29	28.59	86.00	60.20	N/A	1.00	TBD	89.79
3.a.i	95.29	28.59	82.35	57.65	N/A	1.00	TBD	87.24
3.a.ii	95.29	28.59	84.06	58.84	N/A	1.00	TBD	88.43
3.b.i	95.29	28.59	80.91	56.64	N/A	1.00	TBD	86.23
3.f.i	95.29	28.59	89.97	62.98	N/A	1.00	TBD	92.57
4.a.i	95.29	28.59	100.00	70.00	N/A	1.00	TBD	99.59
4.d.i	95.29	28.59	100.00	70.00	N/A	1.00	TBD	99.59



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	24.49	25	 Response provides sufficient information on how the governance structure will ensure adequate governance and management of the program Response contains sufficient detail describing of the decision making/voting process that will be implemented and adhered to by the governing team Response adequately describes how the Project Advisory Committee was formed, the timing in which it was formed, and its membership Response establishes plan to establish a compliance program in accordance with NY State Social Security Law 363-d Response adequately explains how the PPS will address lower performing members in the network 	 The process for identifying and hiring the Compliance officer could be described in more detail Process for notifying Medicaid beneficiaries of the removal of a provider are not clearly described
Community Needs Assessment	24.79	25	 Response sufficiently describes the existing healthcare infrastructure and environment, including the number and types of healthcare providers available to the PPS Response clearly explains how the current composition of providers needs to be modified to meet the needs of the community Response adequately describes the health and behavioral health service gaps, as well as excess capacity, that exists in the community Response successfully summarizes key findings, insight and conclusions identified through the stakeholder engagement process 	 Population health challenges pertaining to leading causes of preventable hospitalization, infant mortality, low birth weights, and birth defects are not addressed in the CNA

New York Department of Health



Delivery System Reform Incentive Payment (DSRIP) Program

DSRIP Project Plan Application Scoring

	Subjective	Points		
Section	Points	Possible	Strengths	Comments
Workforce Strategy	16.00	20	 Response sufficiently describes PPS' strategy to minimize negative impact to the workforce, including the identification of training, redeployment, and recruiting plans Response adequately describes workforce shortages that may impact PPS' ability to achieve program goals Response sufficiently describes the process by which identified employees and job functions will be redeployed Response sufficiently describes the role of labor (intra/inter-entity) representatives 	 Response does not clearly identify how workforce strategy will intersect with existing state programs
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	4.86	5	 Response adequately explains how all PPS partners will act in unison to ensure privacy and security of data Response sufficiently explains how rapid-cycle evaluation will assist in facilitating the successful development of a highly functioning PPS 	 Response discusses data sharing, but does not address how PPS will achieve real-time data sharing at a detailed level
Cultural Competency/Health Literacy	14.17	15	 Response sufficiently explains initiatives the PPS will pursue to promote health literacy 	 Response discusses cultural competence in general, but does not address language barriers in detail PPS's commitment to contracting with CBOs to implementing health literacy initiatives is not explicitly stated
DSRIP Budget & Flow of Funds	Pass	Pass/Fail	 PPS passed evaluations in four of five Budget & Flow of Funds categories from all scorers 	
Financial Sustainability Plan	8.98	10	 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 Response clearly explains how the PPS will sustain outcomes after the conclusion of the program 	 The PPS has not performed an assessment to identify partners that are currently financially challenged
Final Organizational Score	95.29	100		



Bonus Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Bonus Points – Population Health Management	3.00	3	 The PPS has engaged key partners that possess population health management skill sets 	
Bonus Points - Workforce	1.00	3		 PPS states an intent to contract with a proven workforce strategy vendor
Bonus Points – 2.d.i	TBD	TBD	 PPS is pursuing project 2.d.i 	



Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 2.a.i DSRIP Project Title: Create Integrated Delivery Systems that are focused on Evidence Based Medicine/ Population Health Management

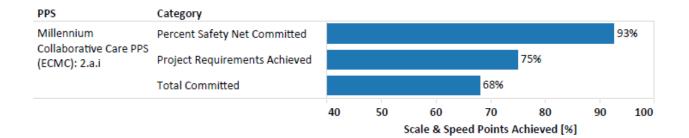
Number of PPS' Pursuing This Project: 22

Final Application Score 93.03

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
40.00	40	 Strategy and action plan was outstanding. Project received top marks from all six scorers in all areas 	 No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium	Percent Safety Net Committed	100.00%	9.26	10
Collaborative Care PPS	Project Requirements Achieved	DY4 Q3/Q4	30.00	40
(ECMC): 2.a.i	Total Committed	5216	6.81	10





Project 2.b.iii

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 2.b.iii DSRIP Project Title: ED care triage for at-risk populations Number of PPS' Pursuing This Project: 13

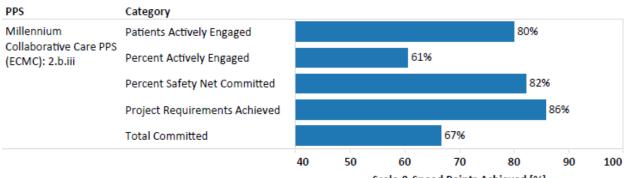
Final Application Score 85.70

85

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively links CNA's 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 or anticipated issues the PPS will encounter in implementing this project and describes how these challenges will be appropriately addressed 	 No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
Collaborative Care PPS (ECMC): 2.b.iii	Percent Actively Engaged	6.19%	12.13	20
	Percent Safety Net Committed	50.86%	8.23	10
	Project Requirements Achieved	DY3 Q1/Q2	17.14	20
	Total Committed	8	6.67	10





Project 2.b.vii

PPS Name: Millennium Collaborative Care PPS (ECMC)

DSRIP Project Number: 2.b.vii

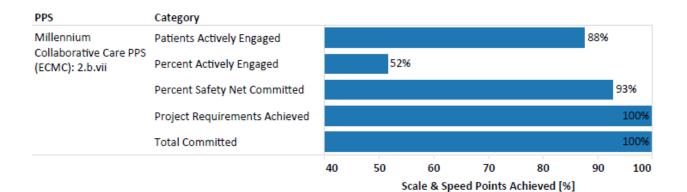
DSRIP Project Title: Implementing the INTERACT project (inpatient transfer avoidance program for SNF) **Number of PPS' Pursuing This Project:** 7

Final Application Score 90.55

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA and linked 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

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS (ECMC): 2.b.vii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	0.25%	10.32	20
	Percent Safety Net Committed	78.72%	9.28	10
	Project Requirements Achieved	DY2 Q1/Q2	20.00	20
	Total Committed	53	10.00	10





Project 2.b.viii

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 2.b.viii DSRIP Project Title: Hospital-Home Care Collaboration Solutions Number of PPS' Pursuing This Project: 7

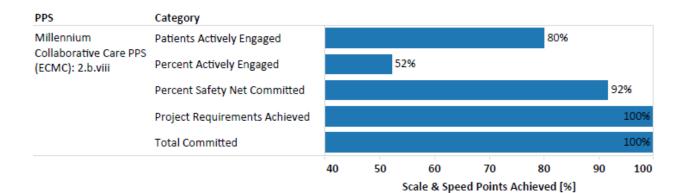
Final Application Score

89.51

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA and linked 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

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	0.49%	10.44	20
(ECMC): 2.b.viii	Percent Safety Net Committed	48.13%	9.17	10
	Project Requirements Achieved	DY2 Q1/Q2	20.00	20
	Total Committed	21	10.00	10





Project 2.d.i

PPS Name: Millennium Collaborative Care PPS (ECMC)

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

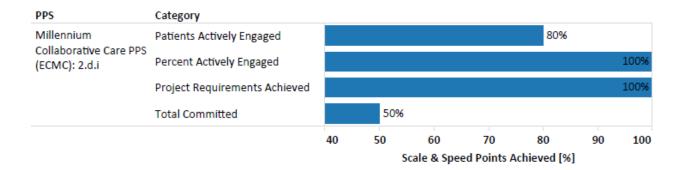
Final Application Score

89.79

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA and linked 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 Response clearly outlines the PPS' plans to coordinate on this project with other PPS' serving an overlapping area 	 No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS (ECMC): 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	21	10.00	20





Project 3.a.i

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 3.a.i DSRIP Project Title: Integration of primary care and behavioral health services Number of PPS' Pursuing This Project: 25

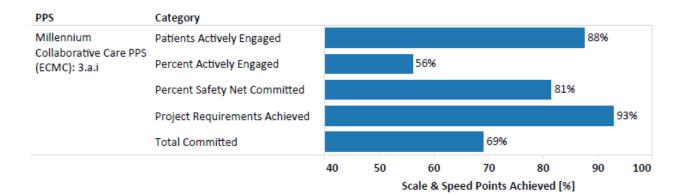
Final Application Score

87.24

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA and linked 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

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS (ECMC): 3.a.i	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	9.83%	11.23	20
	Percent Safety Net Committed	48.36%	8.15	10
	Project Requirements Achieved	DY3 Q1/Q2	18.57	20
	Total Committed	2577	6.90	10





Project 3.a.ii

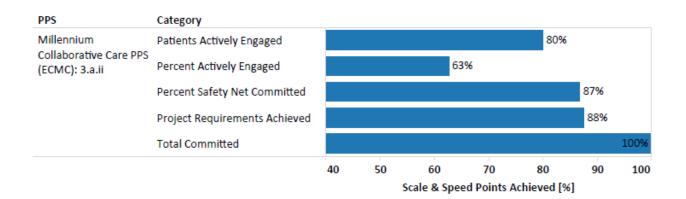
PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 3.a.ii DSRIP Project Title: Behavioral health community crisis stabilization services Number of PPS' Pursuing This Project: 11

Final Application Score 88.43

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	20	 Response effectively addressed gaps identified by the CNA and linked 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 	 Response lacks sufficient detail for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	5.52%	12.54	20
(ECMC): 3.a.ii	Percent Safety Net Committed	60.55%	8.69	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	8	10.00	10





Project 3.b.i

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 3.b.i DSRIP Project Title: Evidence-based strategies for disease management in high risk/affected populations (adult only)

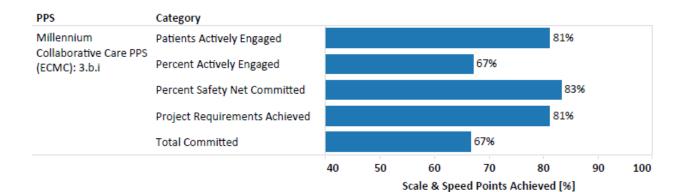
Number of PPS' Pursuing This Project: 15

Final Application Score 86.23

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA and linked 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

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS (ECMC): 3.b.i	Patients Actively Engaged	DY3 Q3/Q4	16.25	20
	Percent Actively Engaged	14.20%	13.42	20
	Percent Safety Net Committed	46.60%	8.32	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	2729	6.67	10





Project 3.f.i

PPS Name: Millennium Collaborative Care PPS (ECMC)
DSRIP Project Number: 3.f.i
DSRIP Project Title: Increase support programs for maternal & child health (including high risk pregnancies) (Example: Nurse-Family Partnership)
Number of PPS' Pursuing This Project: 4

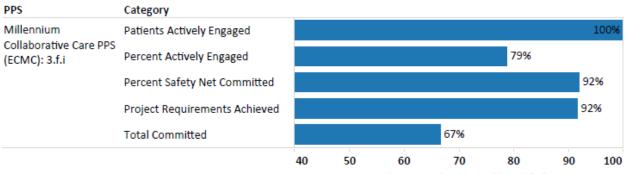
Final Application Score

92.57

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response effectively addressed gaps identified by the CNA and linked these findings with the project design and sites included 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 clearly outlines the PPS' plans to coordinate with other PPS' serving an overlapping area 	 No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
Millennium Collaborative Care PPS (ECMC): 3.f.i	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	0.43%	15.77	20
	Percent Safety Net Committed	44.52%	9.20	10
	Project Requirements Achieved	DY2 Q3/Q4	18.33	20
	Total Committed	15	6.67	10



Scale & Speed Points Achieved [%]



Project 4.a.i

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 4.a.i DSRIP Project Title: Promote mental, emotional and behavioral (MEB) well-being in communities Number of PPS' Pursuing This Project: 2

Final Application Score 99.59

Subjective Points Points Possible	Strengths	Comments
100.00 100	 Response effectively addressed gaps identified by the CNA and linked these findings with the project design and sites included Response sufficiently identifies project challenges PPS will encounter in implementing project and describes how these challenges will be appropriately addressed Response describes project's important implementation milestones and provides a timeline for achieving them 	 No significant weakness identified for this project

Individual Project Score:



Project 4.d.i

PPS Name: Millennium Collaborative Care PPS (ECMC) DSRIP Project Number: 4.d.i DSRIP Project Title: Reduce premature births Number of PPS' Pursuing This Project: 2

Final Application Score 99.59

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
100.00	100	 Response effectively addressed gaps identified by the CNA and linked 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