

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

DSRIP Scoring Summary:

St. Barnabas Hospital (dba SBH Health System)

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

PPS Name: St. Barnabas Hospital (dba SBH Health System)

PPS Lead Organization: St. Barnabas Hospital

PPS Service Counties: Bronx

Total Attributed Population: 344,479

Goals of the PPS:

- Transform to an integrated delivery system (IDS) spanning the care continuum by DSRIP Year
 (DY) 5
- 2. Integrate social service programs and organizations into the network of IDS partners by DY5
- 3. Reduce avoidable hospital admissions and readmissions by 25% by DY5
- 4. Reduce avoidable emergency department use by 25% by DY5
- 5. Reduce excess acute care beds in the Bronx by DY5
- 6. Transition care from inpatient to community settings and improve population health management by DY5
- 7. Engage a robust and well-trained workforce in transformation efforts under DSRIP beginning in DY1
- 8. Achieve PCMH Level 3 (2014) recognition for all Primary Care Provider partners by the end of DY3
- 9. Expand primary care capacity and access by DY5
- 10. Expand access to behavioral health services by integrating them into primary care settings by DY3
- 11. Increase availability of care management services beginning in DY1
- 12. Implement new evidence-based disease management approaches for chronic conditions in DY1
- 13. Achieve Level 2 meaningful use (MU) and RHIO/SHIN-NY connectivity for eligible partners by DY3
- 14. Transition to a transparent, inclusive Collaborative Contracting governance model in DY1
- 15. Create a Central Services Organization (CSO) in DY1 to support the evolving IDS

Network Composition:

	Total Providers in
Provider Types	Network
Primary Care Physicians	936
Non-PCP Practitioners	3,295
Hospitals	12
Clinics	58
Health Home / Care Management	17
Behavioral Health	325
Substance Abuse	32
Skilled Nursing Facilities / Nursing Homes	44
Pharmacy	8
Hospice	7
Community Based Organizations	46
All Other	1,867



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.b.iii	ED care triage for at-risk populations	43	13	52%
2.b.iv	Care transitions intervention model to reduce 30-day readmissions for chronic health conditions	43	17	68%
3.a.i	Integration of primary care and behavioral health services	39	25	100%
3.b.i	Evidence-based strategies for disease management in high risk/affected populations (adult only)	30	15	60%
3.c.i	Evidence-based strategies for disease management in high risk/affected populations (adults only)	30	10	40%
3.d.ii	Expansion of asthma home-based self-management program	31	8	32%
4.a.iii	Strengthen Mental Health and Substance Abuse Infrastructure across Systems	20	13	52%
4.c.ii	Increase early access to, and retention in, HIV care	19	7	28%
	Cumulative Index Score	357		
	PPS Rank by Cumulative Index Score	17		

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	e			Reviewe	r 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	24.50	24.79	24.48	25.00	22.67	25.00	24.65	24.41	24.75	24.75	N/A	24.75
Community Needs Assessment	25	24.44	25.00	25.00	24.58	25.00	25.00	25.00	24.84	24.92	25.00	N/A	25.00
Workforce Strategy	20	15.80	15.83	15.60	16.00	14.77	16.00	15.82	15.67	15.85	15.85	2.00	17.85
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	5.00	4.83	5.00	5.00	5.00	5.00	5.00	4.97	5.00	5.00	N/A	5.00
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	8.89	10.00	10.00	10.00	10.00	10.00	10.00	9.81	10.00	10.00	N/A	10.00
												Total	97.60

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	Reviewer Scores						Subjective Scores				Objective 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	36.67	40.00	36.67	40.00	36.67	40.00	38.33	38.33	38.33	38.33	15.89	30.00	84.22
2.a.iii	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	30.85	35.00	85.85
2.b.iii	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	27.47	33.75	81.22
2.b.iv	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	28.25	34.64	82.89
3.a.i	20	20.00	20.00	18.67	20.00	20.00	20.00	20.00	19.78	20.00	20.00	27.80	34.17	81.96
3.b.i	20	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	26.79	32.50	79.29
3.c.i	20	17.33	20.00	20.00	20.00	20.00	20.00	20.00	19.56	20.00	20.00	28.27	37.50	85.77
3.d.ii	20	17.33	20.00	20.00	20.00	20.00	20.00	20.00	19.56	20.00	20.00	29.70	34.57	84.27
4.a.iii	100	94.44	100.00	100.00	94.44	100.00	100.00	100.00	98.15	98.15	100.00	0.00	0.00	100.00
4.c.ii	100	77.78	100.00	100.00	100.00	94.44	100.00	100.00	95.37	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	97.60	29.28	84.22	58.95	3	1.33	TBD	92.57
2.a.iii	97.60	29.28	85.85	60.10	N/A	1.33	TBD	90.71
2.b.iii	97.60	29.28	81.22	56.85	N/A	1.33	TBD	87.46
2.b.iv	97.60	29.28	82.89	58.02	N/A	1.33	TBD	88.64
3.a.i	97.60	29.28	81.96	57.37	N/A	1.33	TBD	87.99
3.b.i	97.60	29.28	79.29	55.51	N/A	1.33	TBD	86.12
3.c.i	97.60	29.28	85.77	60.04	N/A	1.33	TBD	90.66
3.d.ii	97.60	29.28	84.27	58.99	N/A	1.33	TBD	89.60
4.a.iii	97.60	29.28	100.00	70.00	N/A	1.33	TBD	100.00
4.c.ii	97.60	29.28	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	24.75	25	 St. Barnabas has committed to a contingency leadership plan with Montefiore to assume fiduciary responsibilities Response clearly identifies the members of the governing body, as well as their roles and responsibilities 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 effectively explains the process for how Medicaid beneficiaries and their advocates can provide feedback about providers to inform the member renewal and removal processes 	The response does not address whether the Compliance Officer will be legal counsel to the PPS or provide a clear identification of the official or the relationship with the PPS governing team
Community Needs Assessment	25.00	25	 Response adequately explains the Community Needs Assessment's process and methodology Response clearly explains how the current composition of providers needs to be modified to meet the needs of the community Response successfully explains stakeholder and community engagement process undertaken in developing the CNA 	 No significant weaknesses identified for the project



Workforce Strategy	15.85	20	 Response successfully summarizes how existing workers will be impacted by possible staff redeployment, retraining, and reductions to workforce Response sufficiently describes the process for retraining identified employees and job functions 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 could be more specific and detailed regarding impact to salaries with partner organizations Response does not clearly describe whether the training is voluntary Response states that the PPS intends to involve frontline workers going forward, but it does not appear they were engaged in the past
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 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 could more clearly address how results will be shared via the PPS website with other members of the PPS
Cultural Competency/Health Literacy	15.00	15	 Response adequately captures the identified cultural competency challenges 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 	
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 clearly explains how the PPS will sustain outcomes after the conclusion of the program Response sufficiently addresses how fragile safety net providers will achieve financial sustainability 	No significant weaknesses identified for the project
Final Organizational Score	97.60	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		PPS intends to work with 1199SEUI Training and Employment Funds as a workforce vendor
Bonus Points – 2.d.i	TBD	TBD		PPS is not pursuing project 2.d.i



Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 2.a.i

DSRIP Project Title: Create Integrated Delivery Systems focused on Evidence-based

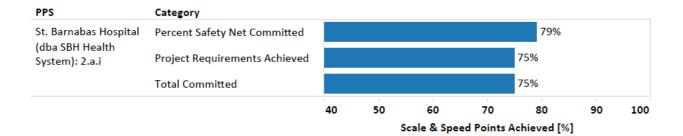
Medicine/Population Health Management Number of PPS' Pursuing This Project: 22

Final Application Score 92.57

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
38.33	40	 Response clearly outlines PPS' plans to coordinate on this project with other PPSs serving overlapping area Response sufficiently describes a comprehensive action plan for reducing the number of acute care or long-term care beds in parallel with developing community-based healthcare services and included specific IDS strategy milestones 	Response does not discuss existing resources that will be repurposed

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital	Percent Safety Net Committed	51.04%	7.91	10
(dba SBH Health	Project Requirements Achieved	DY4 Q3/Q4	30.00	40
System): 2.a.i	Total Committed	6647	7.50	10





Project 2.a.iii

PPS Name: St. Barnabas Hospital (dba SBH Health System)

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

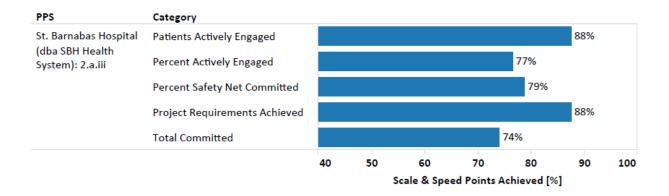
Number of PPS' Pursuing This Project: 10

Final Application Score 90.71

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 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 PPS' plans to coordinate with other PPSs serving an overlapping area 	No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
(dba SBH Health System): 2.a.iii	Percent Actively Engaged	16.72%	15.31	20
	Percent Safety Net Committed	34.24%	7.89	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	3345	7.41	10





Project 2.b.iii

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 2.b.iii

DSRIP Project Title: ED care triage for at-risk populations

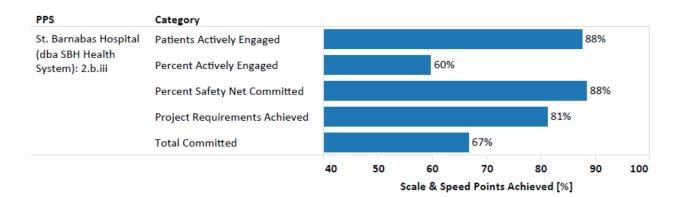
Number of PPS' Pursuing This Project: 13

Final Application Score 87.46

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 Response provides a clear explanation of patient population PPS is expecting to engage through the implementation of this project 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 	No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
(dba SBH Health System): 2.b.iii	Percent Actively Engaged	5.69%	11.95	20
	Percent Safety Net Committed	40.79%	8.85	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	5	6.67	10



Project 2.b.iv

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 2.b.iv

DSRIP Project Title: Care transitions intervention model to reduce 30-day readmissions for chronic

health conditions

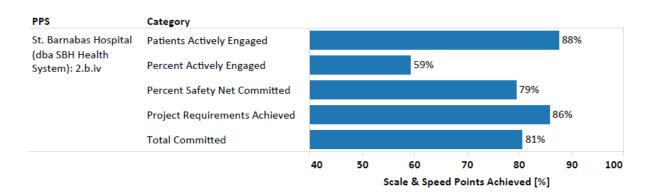
Number of PPS' Pursuing This Project: 17

Final Application Score 88.64

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 Response clearly outlines the PPS' plans to coordinate on this project with other PPSs serving overlapping area 	No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital (dba SBH Health System): 2.b.iv	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	4.27%	11.84	20
	Percent Safety Net Committed	33.72%	7.95	10
	Project Requirements Achieved	DY3 Q1/Q2	17.14	20
	Total Committed	4020	8.06	10





Project 3.a.i

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 3.a.i

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

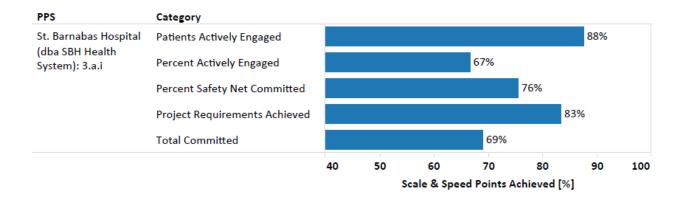
Number of PPS' Pursuing This Project: 25

Final Application Score 87.99

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	 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 Response sufficiently identifies project challenges PPS will encounter implementing this project 	No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
(dba SBH Health System): 3.a.i	Percent Actively Engaged	26.65%	13.33	20
	Percent Safety Net Committed	20.28%	7.56	10
	Project Requirements Achieved	DY4 Q1/Q2	16.67	20
	Total Committed	2492	6.90	10





Project 3.b.i

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 3.b.i

DSRIP Project Title: Evidence-based strategies for disease management in high risk/affected populations

(adult only)

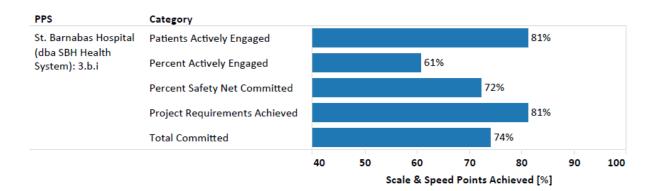
Number of PPS' Pursuing This Project: 15

Final Application Score 86.12

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 the 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
St. Barnabas Hospital	Patients Actively Engaged	DY3 Q3/Q4	16.25	20
(dba SBH Health System): 3.b.i	Percent Actively Engaged	8.94%	12.15	20
	Percent Safety Net Committed	22.23%	7.23	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	3132	7.41	10





Project 3.c.i

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 3.c.i

DSRIP Project Title: Evidence-based strategies for disease management in high risk/affected populations

(adults only)

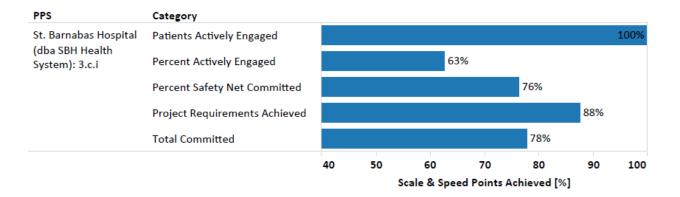
Number of PPS' Pursuing This Project: 10

Final Application Score 90.66

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 sufficient summary of the current assets/resources to be mobilized to 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 	No significant weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital (dba SBH Health System): 3.c.i	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	7.49%	12.55	20
	Percent Safety Net Committed	22.28%	7.64	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	3114	7.78	10





Project 3.d.ii

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 3.d.ii

DSRIP Project Title: Expansion of asthma home-based self-management program

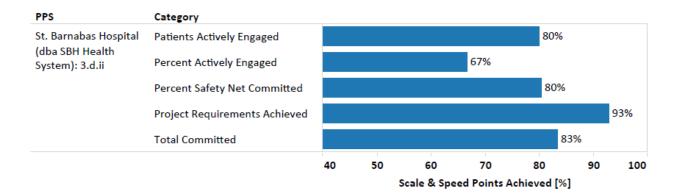
Number of PPS' Pursuing This Project: 8

Final Application Score 89.60

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 weakness identified for this project

PPS	Category	PPS Submission	Points Achieved	Possible Points
St. Barnabas Hospital (dba SBH Health System): 3.d.ii	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	4.50%	13.33	20
	Percent Safety Net Committed	24.30%	8.04	10
	Project Requirements Achieved	DY3 Q1/Q2	18.57	20
	Total Committed	3231	8.33	10





Project 4.a.iii

PPS Name: St. Barnabas Hospital (dba SBH Health System)

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 100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
100.00	100	 Response provides a clear explanation of patient population PPS is engaging through this project Response provides a sufficient summary of current assets/resources to be mobilized to meet the needs of the community Response sufficiently identifies project challenges PPS will encounter implementing this project and describes how these challenges will be appropriately addressed 	Response is not clear what infrastructure improvements will fulfill the needs of the community



Project 4.c.ii

PPS Name: St. Barnabas Hospital (dba SBH Health System)

DSRIP Project Number: 4.c.ii

DSRIP Project Title: Increase early access to, and retention in, HIV care

Number of PPS' Pursuing This Project: 7

Final Application Score 100.00

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
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 help this project meet the needs of the community Response clearly outlines the PPS' plans to coordinate on this project with other PPS' serving overlapping area 	No significant weakness identified for this project