



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

DSRIP PPS Organizational Application

Montefiore Hudson Valley Collaborative (PPS ID:19)

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:

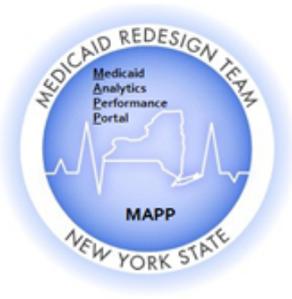
This section is not factored into the scoring of the PPS application. This response will be reviewed for completeness and a pass/fail determination will be made.

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 a more integrated system, better able to take on risk and deliver value	New York State is seeking to transform the health care delivery system at both the system and the state level and to develop integrated systems of care able to take on financial risk. As a PPS, we are firmly committed to the transition to an integrated and coordinated system of care across provider sites, able to engage in value based arrangements. Montefiore has deep expertise in system integration, community-based care and managing financial risk for a population. We will leverage this expertise with the unique strengths of our partners, including our payer partners, to bring about regional system transformation. We will build on our existing analytic expertise to evaluate our effectiveness under value-based arrangements that incentivize improved quality and reduced costs across the performance period.
2	Pursue a more sustainable system, with care delivered locally in the right care setting	New York State is seeking to improve care by reducing avoidable hospital use, contain costs, and improve quality through the DSRIP program, while developing a sustainable model to support vital safety net providers at immediate risk of closure. As a PPS, we seek to strengthen care in the community to ensure more care is delivered locally, set up seamless mechanisms to ensure that patients with complex needs are connected to ongoing disease management and care coordination resources that sustain and improve health. In addition, where possible, we will coordinate with our partners to regionalize services to deepen expertise and promote efficiencies. Our goal is ensure that the local delivery system thrives and becomes more sustainable, more patient-centered and better coordinated. We will leverage the support of the DSRIP program to create a bridge to long-term sustainability through the advancement of new services and payment arrangements required to thrive in a value-based world
3	Create a more patient-centered system, with access to services tailored to community needs	New York State is seeking to advance health by ensuring access to services aligned with the unique challenges of each community. Through our Community Needs Assessment, we identified a wide range of community needs and gaps, and have outlined them elsewhere in the application By refreshing our Community Needs Assessment, we will assess our success at expanding availability of services and transforming the services so they are better coordinated and patient-centered. We are committed to patient activation and engagement and will evaluate our effectiveness through regional feedback and patient satisfaction surveys, and are exploring approaches for promoting patient voices within the HVC's Leadership Steering Committee, through strategies such as the



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#	Goal	Reason For Goal
		establishment of a Consumer Advisory Council.
4	Align the workforce with the evolving needs of a rapidly changing delivery system	New York State is seeking to develop a strong, progressive and nimble health care workforce for the future. To achieve that goal, professional and non-professional health care systems must invest in transformation. As a PPS, we are committed to the vision that a well managed population requires more of the right kind of care and therefore, we are committed to the goal of 'no net reductions' in workforce. In the process of transformation, many may be displaced and yet others will need to develop new skills as their roles change and the approach to care changes. We believe the entire healthcare workforce will need to begin to see themselves as part of a broader system of care, and work to break down silos between disciplines and organizations that have stymied change in the past.

***Formulation:**

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

There are three important components to how we formulated our PPS to meet community needs and address health care disparities. First, we conducted a comprehensive community needs assessment (CNA), working collaboratively with the other PPSs in the region to identify the areas of need and drivers of avoidable hospital use across the region through surveys, focus groups, and data analysis. These findings became the foundation for our work, providing us with focus.

Second, we developed a robust partnership network, beginning with a set of organizations that are leaders in their region. We looked to them for recommendations for partners, to help develop a naturally integrated network. We identified additional providers dedicated to serving the Medicaid population, made presentations to consortiums to spread the word, and fielded inbound requests. Our over 200 partners span the care continuum.

Third, working collaboratively with our partners and informed by the CNA, we selected projects to maximize results against the state's goals. We developed project plans with stakeholders across provider types to illuminate roles, and tested the plans with our PACs to ensure local relevance.

***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.

For patients, care will feel different: more coordinated, easier to access, and prevention-focused. The initial emphasis will be on the chronically ill, but all patients will benefit.

For providers, there will be greater accountability. Some providers will see roles enhanced; others may see roles change. Care will be more collaborative, with shared IT and care plans, and fewer regulatory barriers. VBAs will provide stability and prompt innovation.

For workers, there will be greater visibility into patient needs, connections across disciplines, and access to training, making work more rewarding. There will be an expansion of ambulatory jobs, but some workers will be impacted. We will strive for 'no net reductions'.

For payers, there will be closer alignment with providers, with both directed toward the same outcomes. Shared savings will benefit payers, and allow investment to bolster the safety net.

For communities, there will be a more responsive system and better integration between providers and social services.

Lastly, taxpayers will receive more value, through prudent use of publically supported programs, both under DSRIP and Medicaid value-based payment 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