



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

DSRIP Scoring Summary:
Montefiore Hudson Valley Collaborative

February 17 - 20, 2015



Table of Contents

PPS Informational Page and Proposal Overview 3

Projects Selected – Summary Table 4

Organizational and Project Scoring Summary Tables 5

Organizational Component Scores 5

Project Scores 6

Final Application Score Calculation 7

Organizational Component – Narrative Summary 8

Bonus Component – Narrative Summary 10

Project Scoring Narrative Summaries 11

Project 2.a.i 11

Project 2.a.iii 12

Project 2.a.iv 13

Project 2.b.iii 14

Project 3.a.i 15

Project 3.a.ii 16

Project 3.b.i 17

Project 3.d.iii 18

Project 4.b.i 19

Project 4.b.ii 20



PPS Informational Page and Proposal Overview

PPS Name: Montefiore Hudson Valley Collaborative

PPS Lead Organization: Montefiore Medical Center

PPS Service Counties: Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester

Total Attributed Population: 213,505

Goals of the PPS:

1. Develop a more integrated system, better able to take on risk and deliver value
2. Pursue a more sustainable system, with care delivered locally in the right care setting
3. Create a more patient-centered system, with access to services tailored to community needs
4. Align the workforce with the evolving needs of a rapidly changing delivery system

Network Composition:

Provider Types	Total Providers in Network
Primary Care Physicians	1,242
Non-PCP Practitioners	4,970
Hospitals	30
Clinics	57
Health Home / Care Management	30
Behavioral Health	482
Substance Abuse	33
Skilled Nursing Facilities / Nursing Homes	79
Pharmacy	12
Hospice	10
Community Based Organizations	105
All Other	2,514



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.a.iv	Create a medical village/alternative housing using existing nursing home infrastructure	54	4	16%
2.b.iii	ED care triage for at-risk populations	43	13	52%
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.d.iii	Implementation of evidence-based medicine guidelines for asthma management	31	5	20%
4.b.i	Promote tobacco use cessation, especially among low SES populations and those with poor mental health	23	11	44%
4.b.ii	Increase Access to High Quality Chronic Disease Preventive Care and Management in Both Clinical and Community Settings (Note: This project targets chronic diseases that are not included in domain 3, such as cancer)	17	11	44%
	Cumulative Index Score	376		
	PPS Rank by Cumulative Index Score	15		

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 Possible		Reviewer Scores						Subjective Scores				Objective Score	Final Org Score ²
Section	Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score ¹	Workforce Score	
Executive Summary	Pass/Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	N/A	Pass
Governance	25	22.02	20.56	21.96	22.98	19.42	25.00	21.99	21.99	21.39	21.99	N/A	21.99
Community Needs Assessment	25	25.00	24.79	24.58	24.17	24.58	23.75	24.58	24.48	24.63	24.63	N/A	24.63
Workforce Strategy	20	16.00	15.83	16.00	15.80	15.47	16.00	15.92	15.85	15.93	15.93	2.00	17.93
Data Sharing, Confidentiality & Rapid Cycle Evaluation	5	5.00	5.00	5.00	5.00	4.67	5.00	5.00	4.94	5.00	5.00	N/A	5.00
PPS Cultural Competency/Health Literacy	15	14.17	15.00	15.00	15.00	14.17	15.00	15.00	14.72	14.72	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	10.00	9.63	8.89	10.00	9.63	9.63	9.63	9.63	9.78	9.78	N/A	9.78
												Total	94.32

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.

Points Possible		Reviewer Scores						Subjective Scores				Objective Scores		Total Project Score ²
Project #	Subjective Points Possible	1	2	3	4	5	6	Median	Average	Trimmed Average	Selected Subjective Score ¹	Scale Score	Speed Score	
2.a.i	40	33.33	36.67	40.00	36.67	33.33	40.00	36.67	36.67	36.67	36.67	17.21	32.50	86.38
2.a.iii	20	18.67	20.00	20.00	20.00	20.00	20.00	20.00	19.78	20.00	20.00	38.50	37.50	96.00
2.a.iv	20	18.67	20.00	20.00	20.00	16.00	20.00	20.00	19.11	19.73	20.00	35.81	40.00	95.81
2.b.iii	20	20.00	20.00	18.33	20.00	16.67	20.00	20.00	19.17	19.67	20.00	28.30	34.64	82.94
3.a.i	20	18.67	18.67	20.00	18.67	17.33	20.00	18.67	18.89	19.20	19.20	37.51	35.00	91.71
3.a.ii	20	18.67	17.33	20.00	20.00	17.33	20.00	19.33	18.89	18.89	19.33	33.61	40.00	92.95
3.b.i	20	20.00	20.00	18.33	18.33	16.67	20.00	19.17	18.89	19.33	19.33	31.01	32.50	82.85
3.d.iii	20	18.67	20.00	20.00	20.00	18.67	20.00	20.00	19.56	19.56	20.00	30.89	36.67	87.56
4.b.i	100	83.33	94.44	100.00	94.44	94.44	100.00	94.44	94.44	96.67	96.67	0.00	0.00	96.67
4.b.ii	100	83.33	94.44	100.00	94.44	100.00	100.00	97.22	95.37	97.78	97.78	0.00	0.00	97.78

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	94.32	28.30	86.38	60.47	3.00	1.33	TBD	93.10
2.a.iii	94.32	28.30	96.00	67.20	N/A	1.33	TBD	96.83
2.a.iv	94.32	28.30	95.81	67.06	N/A	1.33	TBD	96.69
2.b.iii	94.32	28.30	82.94	58.06	N/A	1.33	TBD	87.69
3.a.i	94.32	28.30	91.71	64.19	N/A	1.33	TBD	93.82
3.a.ii	94.32	28.30	92.95	65.06	N/A	1.33	TBD	94.69
3.b.i	94.32	28.30	82.85	57.99	N/A	1.33	TBD	87.62
3.d.iii	94.32	28.30	87.56	61.29	N/A	1.33	TBD	90.92
4.b.i	94.32	28.30	96.67	67.67	N/A	1.33	TBD	97.30
4.b.ii	94.32	28.30	97.78	68.44	N/A	1.33	TBD	98.07

Organizational Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Executive Summary	Pass	Pass/Fail	<ul style="list-style-type: none"> • PPS' Executive Summary received passing evaluation from all scorers 	
Governance	21.99	25	<ul style="list-style-type: none"> • Response adequately identifies the organizational structure and explains why the selected structure will contribute to the PPS' success • Response successfully describes how the Project Advisory Committee was formed, the timing in which it was formed, and its membership • Response clearly describes how the PPS governing body will ensure a transparent governing process • Response effectively describes how governing body will engage stakeholders, including Medicaid members, throughout the life of the project 	<ul style="list-style-type: none"> • Response could have provided more detail to explain how selected members provide sufficient representation with respect to all of the providers and community organizations included within the PPS network • Response states that a legal compliance subcommittee has been established but it does not identify a designated Compliance Officer • Mechanisms for identifying and addressing compliance problems not described • Response does not provide an adequate description of the processes that will be implemented to support the financial success of the PPS and the decision making of the PPS' governance structure
Community Needs Assessment	24.63	25	<ul style="list-style-type: none"> • 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 • Response prioritizes needs appropriately, reflects information, and draws conclusions from the CNA and prior application responses 	<ul style="list-style-type: none"> • Does not address six types of community resources with aggregate counts of zero in the PPS network • Response addresses excess hospital beds and certain other rehab beds, but does not explicitly mention excess nursing facility beds • Does not directly address physical inactivity but does address use of alternate modes of transportation to work • Does not address infant mortality and drug overdoses

Section	Subjective Points	Points Possible	Strengths	Comments
Workforce Strategy	15.93	20	<ul style="list-style-type: none"> Response clearly explains steps undertaken in the stakeholder engagement process that contributed to the development of the workforce strategy Response sufficiently describes the role of labor (intra/inter-entity) representatives Response successfully summarizes how existing staff will be impacted by possible redeployment, retraining, and reductions to workforce 	<ul style="list-style-type: none"> No significant weakness identified for this section
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	5.00	5	<ul style="list-style-type: none"> Response clearly describes the PPS' plan for an appropriate data sharing arrangement amongst its partner organizations Response sufficiently describes how the PPS will develop an ability to share relevant patient information in real-time 	<ul style="list-style-type: none"> No significant weakness identified for this section
Cultural Competency/Health Literacy	15.00	15	<ul style="list-style-type: none"> Response adequately captures the identified cultural competency challenges which the PPS must address to ensure success Response sufficiently describes how the PPS will contract with CBOs toward achieving and maintaining cultural competence 	<ul style="list-style-type: none"> No significant weakness identified for this section
DSRIP Budget & Flow of Funds	Pass	Pass/Fail	<ul style="list-style-type: none"> PPS received passing evaluations in all five Budget & Flow of Funds categories from all scorers 	
Financial Sustainability Plan	9.78	10	<ul style="list-style-type: none"> Response sufficiently describes the assessment the PPS has performed to identify financially challenged partners at risk for financial failure Response articulates the PPS' vision for transforming to value based reimbursement methodologies and engaging Medicaid managed care organizations in this process 	<ul style="list-style-type: none"> Does not explicitly describe how the PPS will monitor the financial sustainability of each PPS partner. Does describe how safety net providers will achieve a path toward financial sustainability and how the PPS will help them do so
Final Organizational Score	94.32	100		

Bonus Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Bonus Points – Population Health Management	3	3	<ul style="list-style-type: none"> PPS has population health management experience with New York Medicaid population 	
Bonus Points - Workforce	1.33	3		<ul style="list-style-type: none"> The PPS intends to contract with 1199 SEIU
Bonus Points – 2.d.i	TBD	TBD		<ul style="list-style-type: none"> PPS is not pursuing project 2.d.i



Project Scoring Narrative Summaries

Project 2.a.i

PPS Name: Montefiore Hudson Valley Collaborative

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

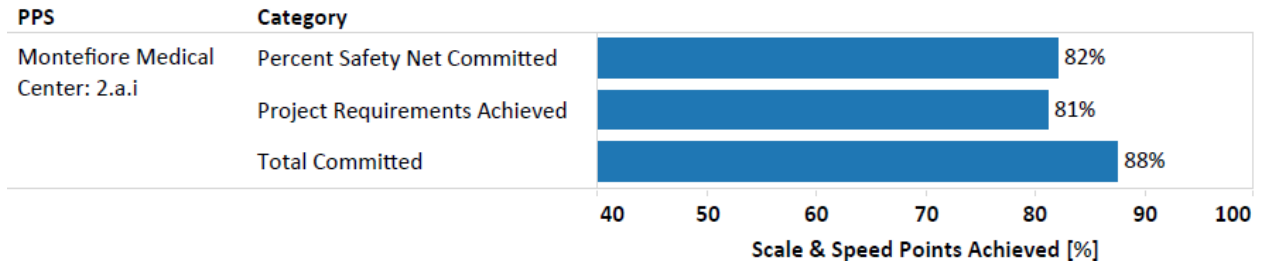
Final Application Score
93.10

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
36.67	40	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Milestones are identified but response does not contain tasks to be completed

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 2.a.i	Percent Safety Net Committed	78.59%	8.20	10
	Project Requirements Achieved	DY3 Q3/Q4	32.50	40
	Total Committed	9564	8.75	10





Project 2.a.iii

PPS Name: Montefiore Hudson Valley Collaborative

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

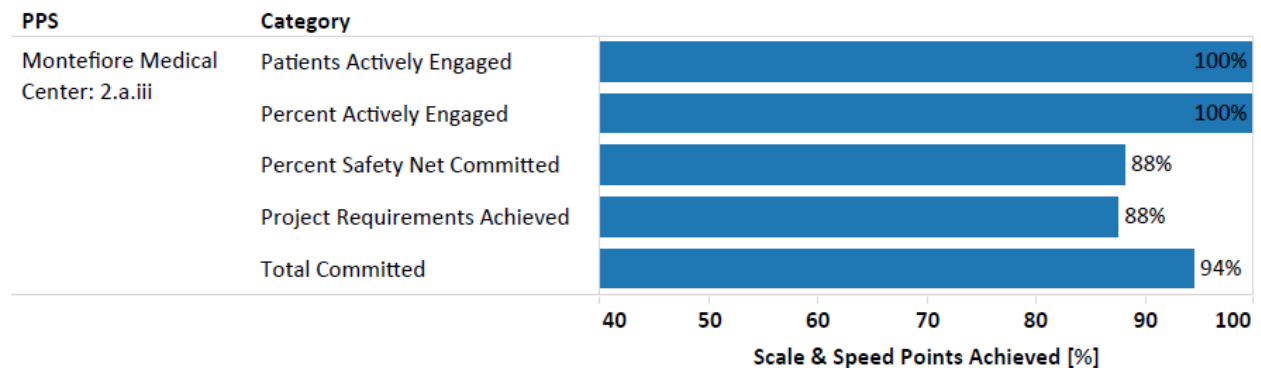
Final Application Score
96.83

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> 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 provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 2.a.iii	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	31.50%	20.00	20
	Percent Safety Net Committed	62.97%	8.82	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	9197	9.44	10





Project 2.a.iv

PPS Name: Montefiore Hudson Valley Collaborative

DSRIP Project Number: 2.a.iv

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

Number of PPS' Pursuing This Project: 4

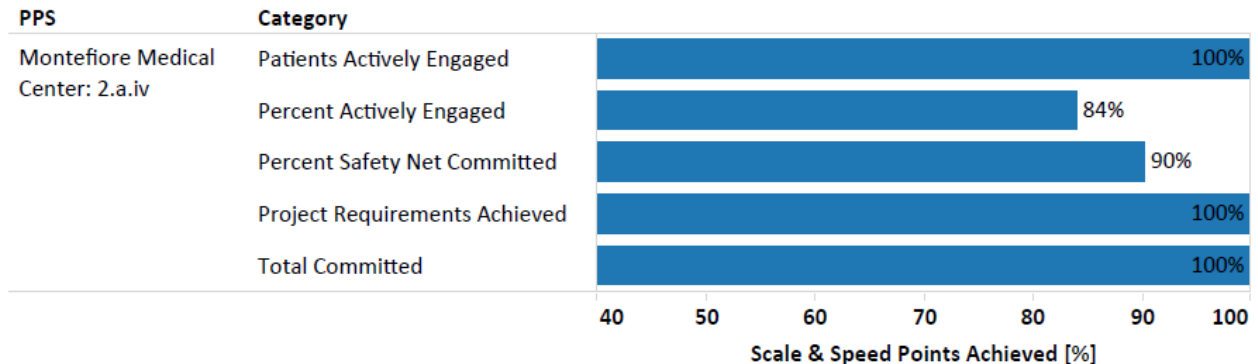
Final Application Score
96.69

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 2.a.iv	Patients Actively Engaged	DY3 Q3/Q4	20.00	20
	Percent Actively Engaged	8.69%	16.79	20
	Percent Safety Net Committed	44.28%	9.02	10
	Project Requirements Achieved	DY4 Q1/Q2	20.00	20
	Total Committed	7	10.00	10





Project 2.b.iii

PPS Name: Montefiore Hudson Valley Collaborative
DSRIP Project Number: 2.b.iii
DSRIP Project Title: ED care triage for at-risk populations
Number of PPS' Pursuing This Project: 13

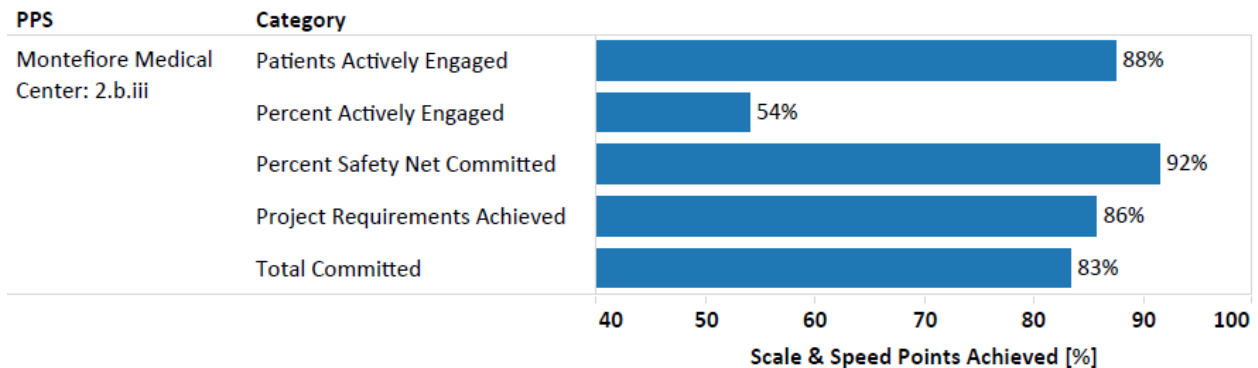
Final Application Score
87.69

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> No significant weakness identified in this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 2.b.iii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	2.37%	10.81	20
	Percent Safety Net Committed	68.16%	9.15	10
	Project Requirements Achieved	DY3 Q1/Q2	17.14	20
	Total Committed	10	8.33	10





Project 3.a.i

PPS Name: Montefiore Hudson Valley Collaborative

DSRIP Project Number: 3.a.i

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

Number of PPS' Pursuing This Project: 25

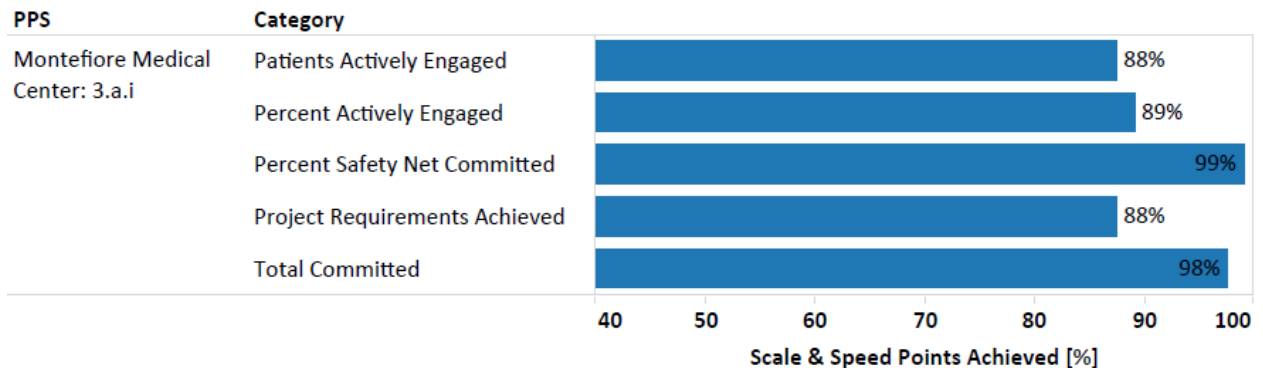
Final Application Score
93.82

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.20	20	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 3.a.i	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	62.64%	17.83	20
	Percent Safety Net Committed	64.91%	9.91	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	8838	9.76	10





Project 3.a.ii

PPS Name: Montefiore Hudson Valley Collaborative

DSRIP Project Number: 3.a.ii

DSRIP Project Title: Behavioral health community crisis stabilization services

Number of PPS' Pursuing This Project: 11

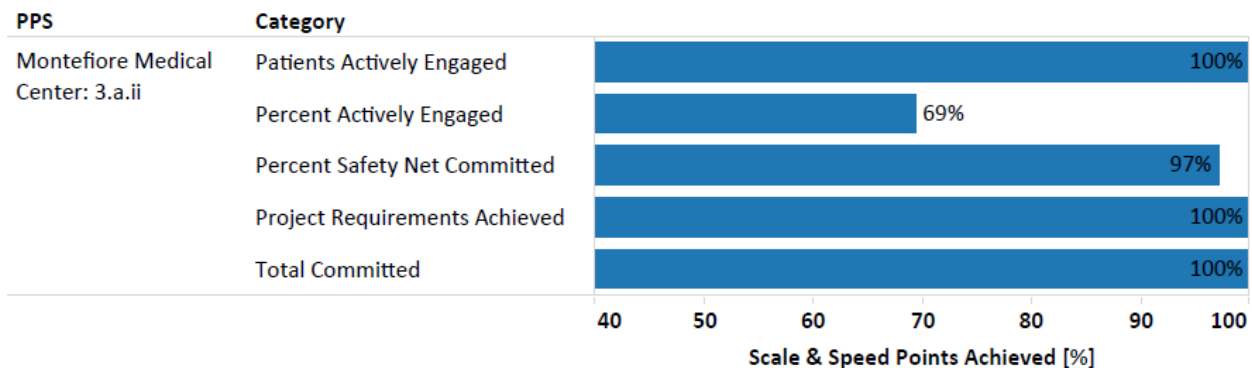
Final Application Score
94.69

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	20	<ul style="list-style-type: none"> Response provides a sufficient summary of the current assets/resources to be mobilized to help this project meet the needs of the community Response effectively addresses gaps identifies by the CNA and linked these findings with the project design and sites included 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 3.a.ii	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	8.46%	13.89	20
	Percent Safety Net Committed	60.77%	9.72	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	7	10.00	10





Project 3.b.i

PPS Name: Montefiore Hudson Valley Collaborative

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

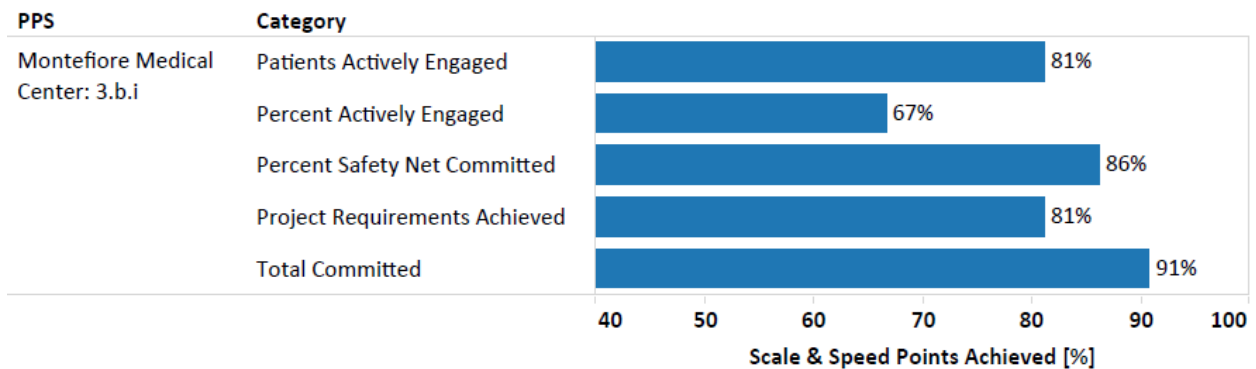
Final Application Score
87.62

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.33	20	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Response addresses community gaps and challenges, but not existing assets

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 3.b.i	Patients Actively Engaged	DY3 Q3/Q4	16.25	20
	Percent Actively Engaged	13.78%	13.32	20
	Percent Safety Net Committed	62.12%	8.62	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	8831	9.07	10





Project 3.d.iii

PPS Name: Montefiore Hudson Valley Collaborative

DSRIP Project Number: 3.d.iii

DSRIP Project Title: Implementation of evidence-based medicine guidelines for asthma management

Number of PPS' Pursuing This Project: 5

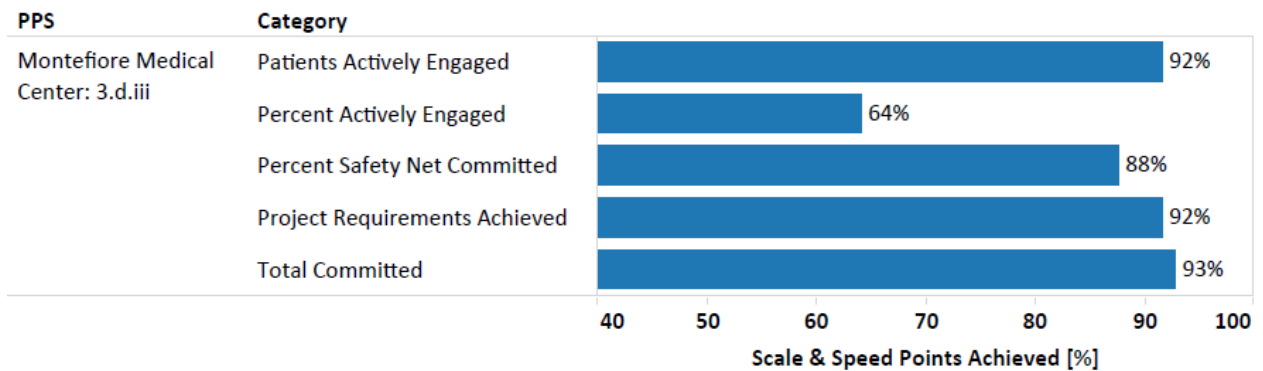
Final Application Score
90.92

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> No significant weakness identified for this project

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
Montefiore Medical Center: 3.d.iii	Patients Actively Engaged	DY2 Q3/Q4	18.33	20
	Percent Actively Engaged	6.25%	12.84	20
	Percent Safety Net Committed	49.85%	8.77	10
	Project Requirements Achieved	DY2 Q3/Q4	18.33	20
	Total Committed	6032	9.29	10





Project 4.b.i

PPS Name: Montefiore Hudson Valley Collaborative

DSRIP Project Number: 4.b.i

DSRIP Project Title: Promote tobacco use cessation, especially among low SES populations and those with poor mental health

Number of PPS' Pursuing This Project: 11

Final Application Score
97.30

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
96.67	100	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • No significant weakness identified for this project



Project 4.b.ii

PPS Name: Montefiore Hudson Valley Collaborative

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 (Note: This project targets chronic diseases that are not included in domain 3, such as cancer)

Number of PPS' Pursuing This Project: 11

Final Application Score

98.07

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
97.78	100	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> No significant weakness identified in this project