



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

DSRIP Scoring Summary:

The New York Hospital Medical Center of Queens PPS

February 17 - 20, 2015



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PPS Informational Page and Proposal Overview

PPS Name: The New York Hospital Medical Center of Queens PPS
PPS Lead Organization: New York Hospital Medical Center Queens
PPS Service Counties: Queens
Total Attributed Population: 25,406

Goals of the PPS:

1. Reduce avoidable hospital utilization by 25%
2. Utilize PPS partner collaborations
3. Transform the healthcare of our community from reactive to proactive
4. Expand on the expertise of our healthcare PPS partners
5. Align healthcare providers, facilities, and community based organizations
6. Maximize the benefits of care coordination and care transitions between PPS partners
7. Implement a robust health information exchange platform and population health management system
8. Bridge the gap between behavioral and medical health
9. Establish performance dashboard measuring tools utilizing a centralized PPS Project Management Office (PMO)
10. Create a culturally sensitive and adaptive healthcare market
11. Establish health literacy models
12. Identify high risk utilizers or utilization techniques within the healthcare community
13. Improve quality indicators such as PPA/PPR/PPVs

Network Composition:

Provider Types	Total Providers in Network
Primary Care Physicians	230
Non-PCP Practitioners	473
Hospitals	7
Clinics	26
Health Home / Care Management	8
Behavioral Health	96
Substance Abuse	15
Skilled Nursing Facilities / Nursing Homes	34
Pharmacy	3
Hospice	6
Community Based Organizations	7
All Other	353



Projects Selected – Summary Table

Project Selection	Project Title	Index Score	Number of PPS' Pursuing Project	% of PPS' Selecting Project
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.b.v	Care transitions intervention for skilled nursing facility (SNF) residents	41	1	4%
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%
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.d.ii	Expansion of asthma home-based self-management program	31	8	32%
3.g.ii	Integration of palliative care into nursing homes	25	2	8%
4.c.ii	Increase early access to, and retention in, HIV care	19	7	28%
	Cumulative Index Score	308		
	PPS Rank by Cumulative Index Score	24		

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	22.90	22.50	21.67	24.48	20.33	25.00	22.70	22.81	22.81	22.81	N/A	22.81
Community Needs Assessment	25	25.00	24.79	24.58	23.13	25.00	21.67	24.69	24.03	24.50	24.69	N/A	24.69
Workforce Strategy	20	11.87	14.52	16.00	15.38	13.23	15.33	14.93	14.39	14.89	14.93	2.00	16.93
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	13.33	14.17	15.00	15.00	14.17	15.00	14.58	14.44	14.67	14.67	N/A	14.67
DSRIP Budget & Flow of Funds	Pass/Fail	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	N/A	Pass
Financial Sustainability Plan	10	5.56	7.96	8.33	10.00	8.15	9.26	8.24	8.21	8.74	8.74	N/A	8.74
												Total	92.83

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.ii	20	13.33	20.00	20.00	18.33	13.33	20.00	19.17	17.50	17.50	19.17	23.83	40.00	83.00
2.b.v	20	20.00	20.00	20.00	20.00	16.67	20.00	20.00	19.44	20.00	20.00	39.17	40.00	99.17
2.b.vii	20	16.00	17.33	18.67	16.00	14.67	17.33	16.67	16.67	16.67	16.67	31.87	35.83	84.37
2.b.viii	20	17.33	20.00	17.33	18.67	14.67	17.33	17.33	17.56	18.13	18.13	26.01	33.75	77.89
3.a.i	20	17.33	20.00	18.67	20.00	14.67	17.33	18.00	18.00	18.67	18.67	26.78	32.00	77.45
3.b.i	20	14.67	18.67	20.00	18.67	14.67	17.33	18.00	17.33	17.33	18.00	23.52	32.50	74.02
3.d.ii	20	13.33	20.00	18.67	20.00	14.67	20.00	19.33	17.78	17.78	19.33	22.56	37.50	79.39
3.g.ii	20	20.00	20.00	20.00	20.00	16.67	20.00	20.00	19.44	20.00	20.00	35.48	35.00	90.48
4.c.ii	100	94.44	88.89	94.44	88.89	83.33	88.89	88.89	89.81	91.11	91.11	0.00	0.00	91.11

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.ii	92.83	27.85	83.00	58.10	N/A	1.00	N/A	86.95
2.b.v	92.83	27.85	99.17	69.42	N/A	1.00	N/A	98.27
2.b.vii	92.83	27.85	84.37	59.06	N/A	1.00	N/A	87.91
2.b.viii	92.83	27.85	77.89	54.53	N/A	1.00	N/A	83.38
3.a.i	92.83	27.85	77.45	54.22	N/A	1.00	N/A	83.07
3.b.i	92.83	27.85	74.02	51.81	N/A	1.00	N/A	80.66
3.d.ii	92.83	27.85	79.39	55.57	N/A	1.00	N/A	84.42
3.g.ii	92.83	27.85	90.48	63.33	N/A	1.00	N/A	92.18
4.c.ii	92.83	27.85	91.11	63.78	N/A	1.00	N/A	92.63

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	22.81	25	<ul style="list-style-type: none"> Response effectively outlines how the organizational structure will evolve throughout the years of the program period Response adequately describes how the Project Advisory Committee was formed, the timing in which it was formed, and its membership Response successfully explains the role the Project Advisory Committee will play within the organization Response effectively explains how members included in Project Advisory Committee provide adequate representation of providers and community organizations in the network Response adequately outlines the PP’s process for sanctioning or removing a poorly performing member of the network, in accordance with the standard terms and conditions of the waiver 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 	<ul style="list-style-type: none"> Leadership of the PPS clinical governance is not clearly described The description does not name the lead applicant, and the roles and responsibilities for each member of the committee are too high level Response does not contain expected detail in describing the decision-making process Response does not sufficiently describe how the PPS will resolve conflicts within the governing team Response does not affirm the PPS’ full commitment to transparency in governance to the broader PPS community Response does not provide a description to how the designated compliance officer fits within the PPS governance team Mechanisms that will identify compliance problems not sufficiently described

Section	Subjective Points	Points Possible	Strengths	Comments
Community Needs Assessment	24.69	25	<ul style="list-style-type: none"> • Response adequately explains the Community Needs Assessment's process and methodology • Response clearly describes information and data sources leveraged to conduct the CNA • 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 sufficiently outlines existing community resources, including the number and types of resources available to the PPS 	<ul style="list-style-type: none"> • Does not address 18 community resource types with aggregate counts of zero in the PPS network • Does not address health literacy limitations other than English language proficiency • Does not address leading causes of premature deaths
Workforce Strategy	14.93	20	<ul style="list-style-type: none"> • Response sufficiently describes new jobs that will be created as a result of this implementation 	<ul style="list-style-type: none"> • Response is unclear in describing its plan to minimize workforce impact • Response lacks detail regarding the role of care coordinators and care managers • Response states that the PPS will educate partners about state programs, but the narrative lacks specificity on explaining what programs are available • Stakeholder engagement process not sufficiently described • Formal role of labor representatives in the development of the workforce strategy not clearly described

Section	Subjective Points	Points Possible	Strengths	Comments
Data Sharing, Confidentiality, and Rapid Cycle Evaluation	5.00	5	<ul style="list-style-type: none"> Response adequately explains how all PPS partners will act in unison to ensure privacy and security of data Response sufficiently describes how the PPS will develop an ability to share relevant patient information in real-time Response sufficiently describes the organizational relationship of the RCE unit to the PPS' governing team Response sufficiently explains how rapid-cycle evaluation will assist in facilitating the successful development of a highly functioning PPS 	<ul style="list-style-type: none"> Unclear who or what PPS representatives will be included in the Rapid Cycle Unit Response does not clearly identify data sources or examples of performance metrics that will be employed in this process
Cultural Competency/Health Literacy	14.67	15	<ul style="list-style-type: none"> Response adequately captures the identified cultural competency challenges which the PPS must address to ensure success Response effectively describes the ongoing processes the PPS will implement to develop a culturally competent organization and a culturally responsive system of care 	<ul style="list-style-type: none"> The narrative does not address the issue of contracting with CBOs Response does not provide evidence of the PPS intention to contract with CBOs in the execution of the health literacy strategy
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	8.74	10	<ul style="list-style-type: none"> Response sufficiently explains how payment transformation will assist the PPS in achieving a path to financial stability 	<ul style="list-style-type: none"> Assessment of which providers are financially fragile is incomplete Does not describe in detail how the PPS will monitor financial sustainability Response does not sufficiently address how the strategy will incorporate the specific needs of fragile safety net providers
Final Organizational Score	92.83	100		

Bonus Component – Narrative Summary

Section	Subjective Points	Points Possible	Strengths	Comments
Bonus Points – Population Health Management	N/A	3		<ul style="list-style-type: none"> The PPS is not pursuing project 2.a.i
Bonus Points - Workforce	1.00	3		<ul style="list-style-type: none"> Intends to contract with TEP
Bonus Points – 2.d.i	TBD	TBD		<ul style="list-style-type: none"> PPS did not pursue 2.d.i



Project Scoring Narrative Summaries

Project 2.a.ii

PPS Name: The New York Hospital Medical Center of Queens PPS

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

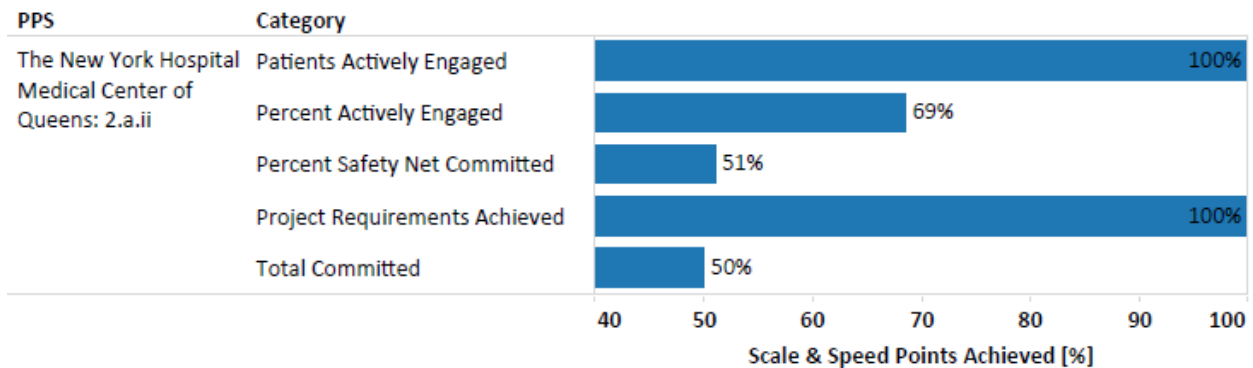
86.95

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
19.17	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 	<ul style="list-style-type: none"> Targeted population is not clear Answer cites numerous challenges but simply says "Working with culturally competent CBOs and training staff will allow the PPS to address some of these challenges" Challenge described does not seem consistent with the project objective

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 2.a.ii	Patients Actively Engaged	DY3 Q3/Q4	20.00	20
	Percent Actively Engaged	37.19%	13.72	20
	Percent Safety Net Committed	1.56%	5.11	10
	Project Requirements Achieved	DY3 Q3/Q4	20.00	20
	Total Committed	36	5.00	10





Project 2.b.v

PPS Name: The New York Hospital Medical Center of Queens PPS

DSRIP Project Number: 2.b.v

DSRIP Project Title: Care transitions intervention for skilled nursing facility (SNF) residents

Number of PPS' Pursuing This Project: 1

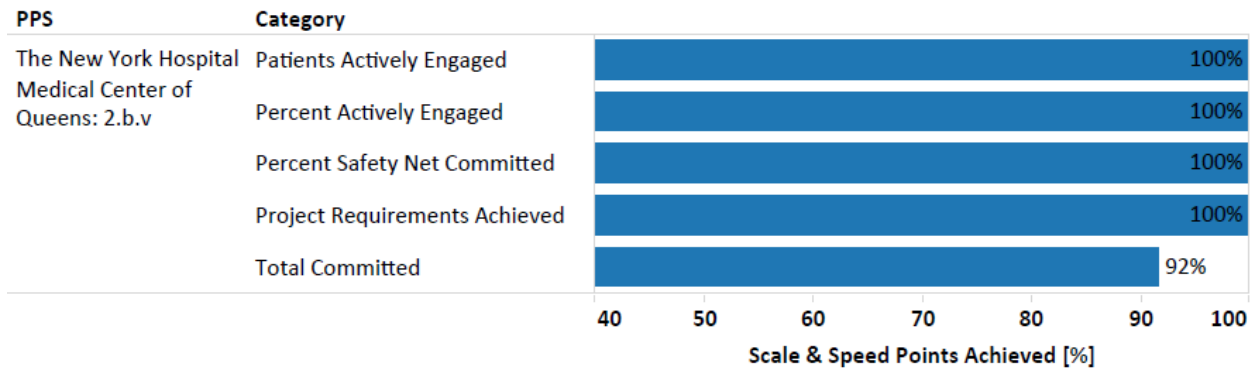
Final Application Score
98.27

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	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 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"> There is an intention to collaborate but the overlapping PPSs are not known by the PPS and no discussions have occurred

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 2.b.v	Patients Actively Engaged	DY3 Q3/Q4	20.00	20
	Percent Actively Engaged	7.34%	20.00	20
	Percent Safety Net Committed	3.10%	10.00	10
	Project Requirements Achieved	DY2 Q3/Q4	20.00	20
	Total Committed	299	9.17	10





Project 2.b.vii

PPS Name: The New York Hospital Medical Center of Queens PPS

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

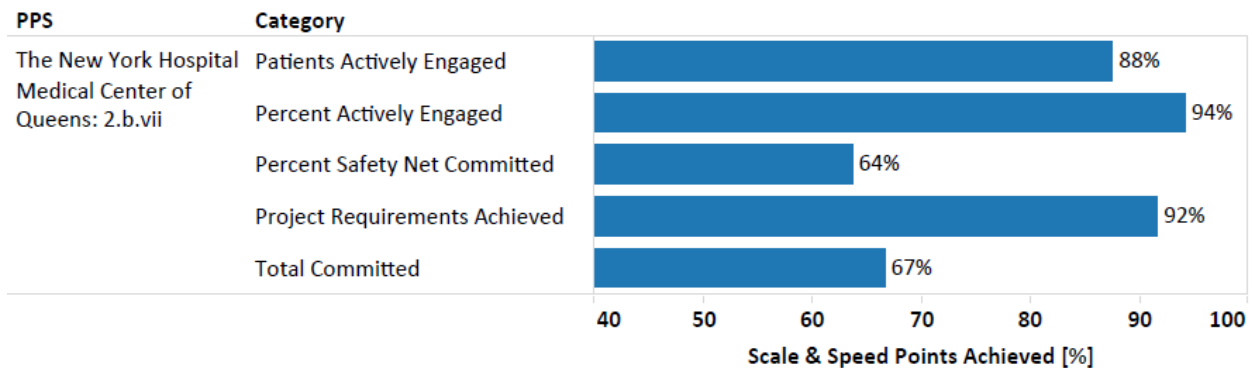
Final Application Score
87.91

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
16.67	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 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"> Response does not indicate the PPS has a solid idea of the geographic or socio-economic, environmental characteristics of the patients they are targeting There is an intention to collaborate but the overlapping PPSs are not known by the PPS and no discussions have occurred

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 2.b.vii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	6.95%	18.83	20
	Percent Safety Net Committed	39.44%	6.37	10
	Project Requirements Achieved	DY2 Q3/Q4	18.33	20
	Total Committed	27	6.67	10





Project 2.b.viii

PPS Name: The New York Hospital Medical Center of Queens PPS

DSRIP Project Number: 2.b.viii

DSRIP Project Title: Hospital-Home Care Collaboration Solutions

Number of PPS' Pursuing This Project: 7

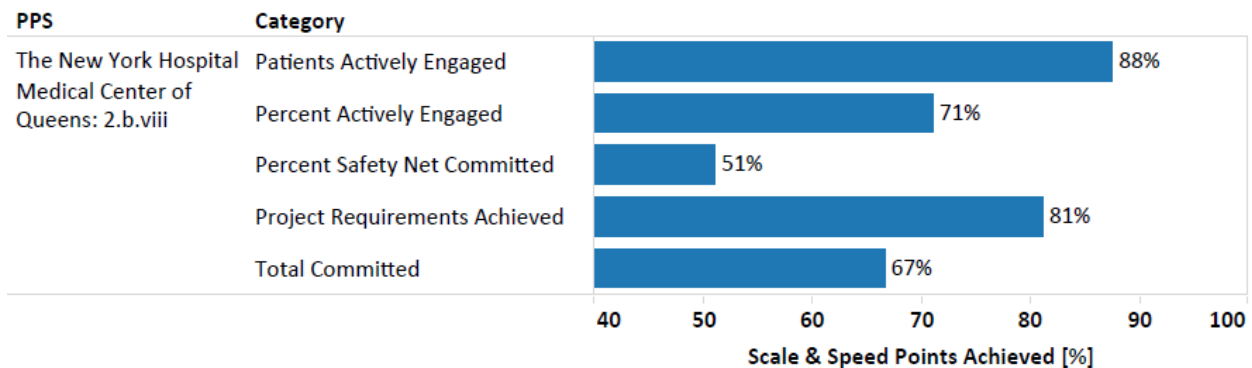
Final Application Score
83.38

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
18.13	20	<ul style="list-style-type: none"> Response effectively addressed gaps identified by the CNA and linked these findings with the project design and sites included 	<ul style="list-style-type: none"> Response does not indicate the PPS has a solid idea of the geographic or socio-economic, environmental characteristics of the patients they are targeting Response does not identify whether other PPS' are implementing this project in overlapping service areas, but expresses a willingness to collaborate

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 2.b.viii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	4.74%	14.24	20
	Percent Safety Net Committed	0.52%	5.11	10
	Project Requirements Achieved	DY3 Q3/Q4	16.25	20
	Total Committed	8	6.67	10





Project 3.a.i

PPS Name: The New York Hospital Medical Center of Queens PPS

DSRIP Project Number: 3.a.i

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

Number of PPS' Pursuing This Project: 25

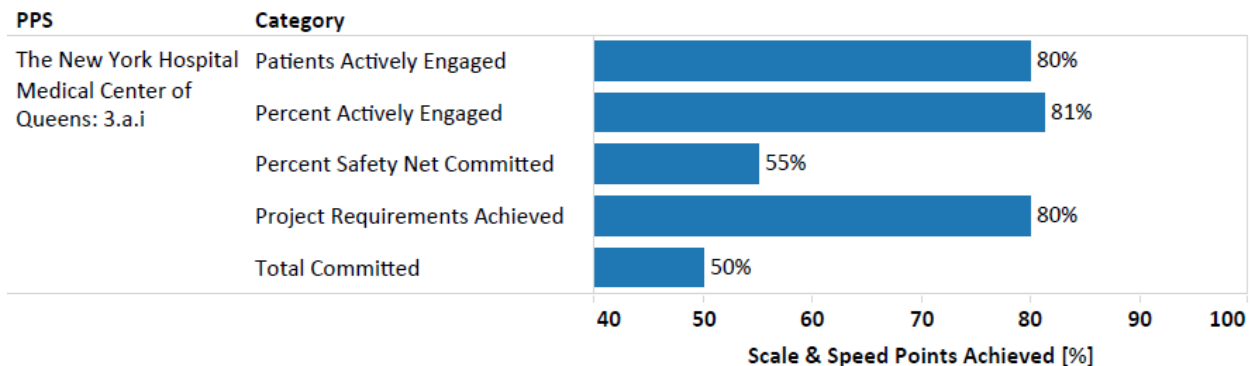
Final Application Score
83.07

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
18.67	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 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"> Response does not indicate the PPS has a solid idea of the geographic or socio-economic, environmental characteristics of the patients they are targeting Response does not identify whether other PPS' are implementing this project in overlapping service areas, but expresses a willingness to collaborate

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 3.a.i	Patients Actively Engaged	DY4 Q3/Q4	16.00	20
	Percent Actively Engaged	50.22%	16.28	20
	Percent Safety Net Committed	1.78%	5.50	10
	Project Requirements Achieved	DY4 Q3/Q4	16.00	20
	Total Committed	276	5.00	10





Project 3.b.i

PPS Name: The New York Hospital Medical Center of Queens PPS

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

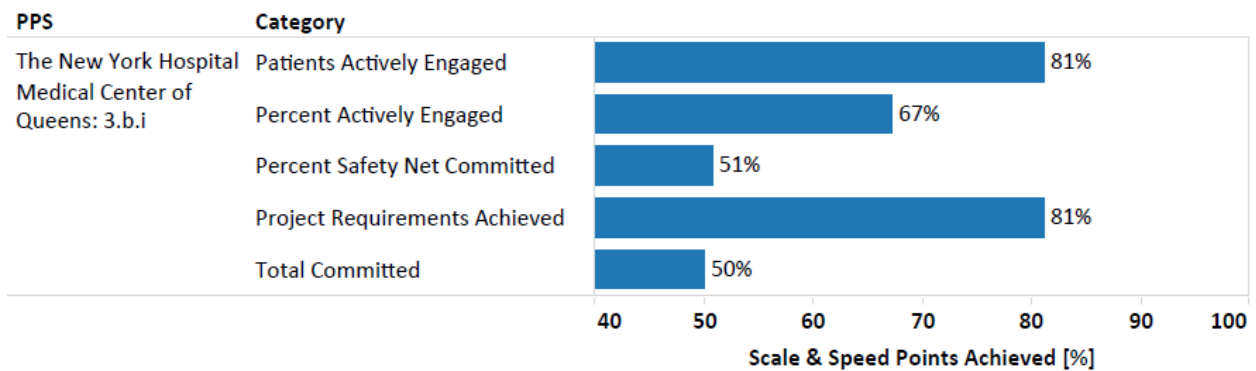
Final Application Score 80.66

Individual Project Score:

Table with 4 columns: Subjective Points, Points Possible, Strengths, and Comments. Row 1: 18.00, 20, [Strengths], [Comments]

Project Scale and Speed:

Table with 5 columns: PPS, Category, PPS Submission, Points Achieved, Possible Points. Rows include Patients Actively Engaged, Percent Actively Engaged, Percent Safety Net Committed, Project Requirements Achieved, Total Committed.





Project 3.d.ii

PPS Name: The New York Hospital Medical Center of Queens PPS

DSRIP Project Number: 3.d.ii

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

Number of PPS' Pursuing This Project: 8

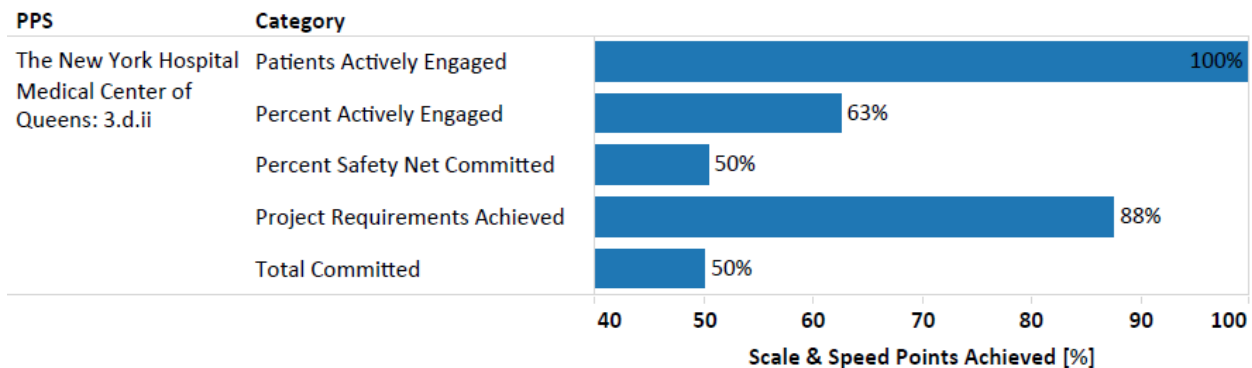
Final Application Score
84.42

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 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"> Response does not indicate the PPS has a solid idea of the geographic or socio-economic, environmental characteristics of the patients they are targeting Response does not identify whether other PPS' are implementing this project in overlapping service areas, but expresses a willingness to collaborate

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 3.d.ii	Patients Actively Engaged	DY2 Q3/Q4	20.00	20
	Percent Actively Engaged	3.40%	12.51	20
	Percent Safety Net Committed	0.47%	5.04	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	36	5.00	10





Project 3.g.ii

PPS Name: The New York Hospital Medical Center of Queens PPS

DSRIP Project Number: 3.g.ii

DSRIP Project Title: Integration of palliative care into nursing homes

Number of PPS' Pursuing This Project: 2

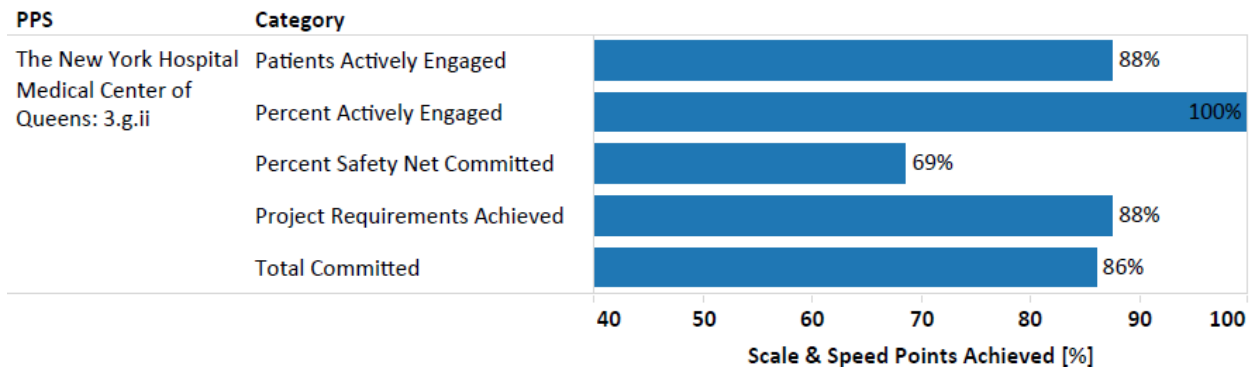
Final Application Score
92.18

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
20.00	20	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> There is an intention to collaborate but the overlapping PPSs are not known by the PPS and no discussions have occurred

Project Scale and Speed:

PPS	Category	PPS Submission	Points Achieved	Possible Points
The New York Hospital Medical Center of Queens: 3.g.ii	Patients Actively Engaged	DY3 Q3/Q4	17.50	20
	Percent Actively Engaged	2.04%	20.00	20
	Percent Safety Net Committed	3.15%	6.87	10
	Project Requirements Achieved	DY3 Q3/Q4	17.50	20
	Total Committed	300	8.61	10





Project 4.c.ii

PPS Name: The New York Hospital Medical Center of Queens PPS

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
92.63

Individual Project Score:

Subjective Points	Points Possible	Strengths	Comments
91.11	100	<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 clearly outlines the PPS' plans to coordinate on this project with other PPS' serving an overlapping area 	<ul style="list-style-type: none"> Discussion of current resources seems incomplete when contrasted to the 13 sectors work will be done in Timelines for milestones are not provided