

All-Member Webinar

Bronx Partners for Healthy Communities (BPHC)

September 10, 2014

9:00 am – 10:30 am

Welcome and Introductions

Agenda

- Meeting Goals
- Updates from New York State
- BPHC Planning Process
- Clinical Delivery and Program Planning Updates
- Business Operations Updates
- Next Steps

Meeting Goals



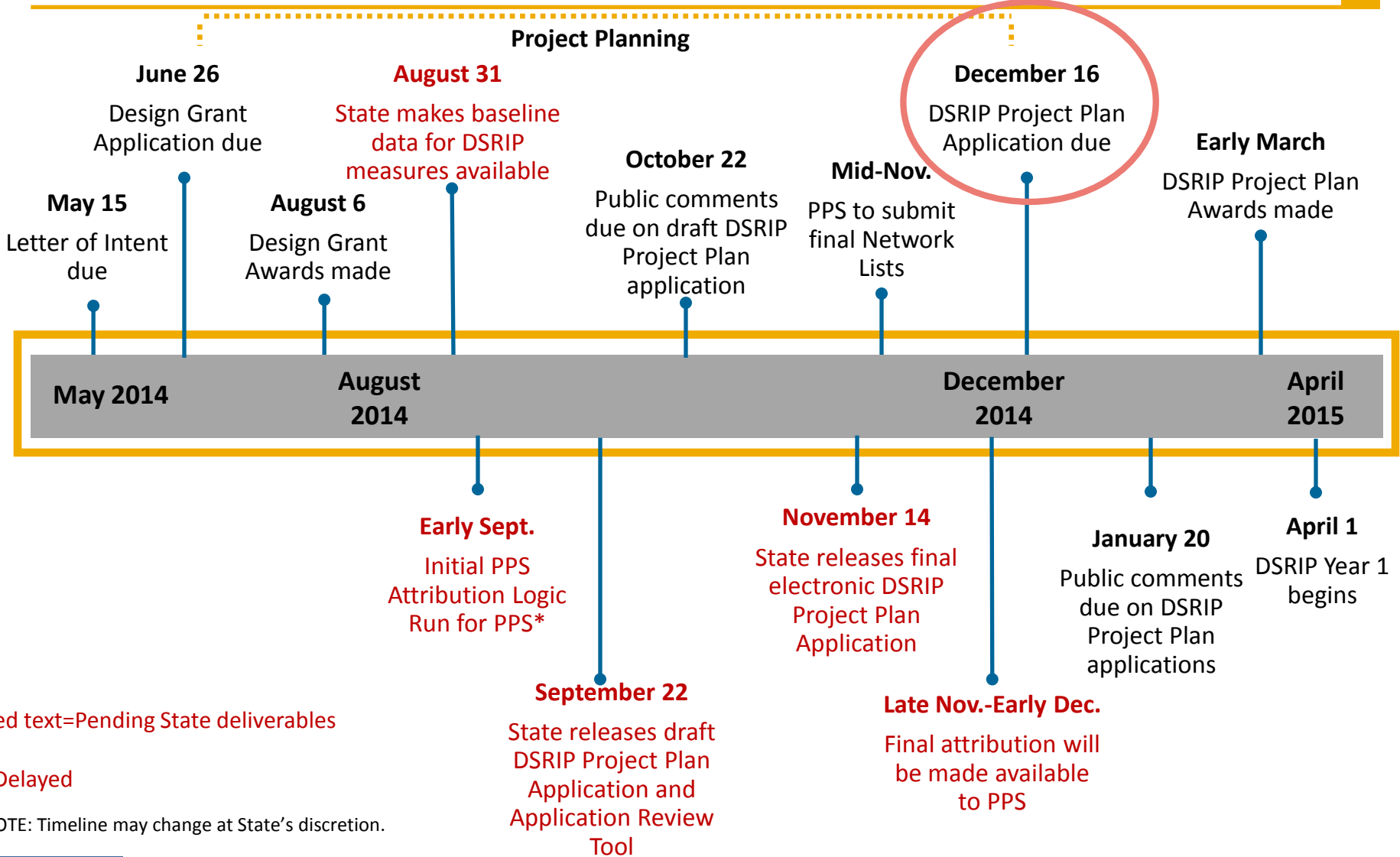
Review DSRIP updates from the State



Review progress across BPHC's Critical Planning Areas

Updates from New York State

Updated State Timeline: Application Delayed



Red text=Pending State deliverables

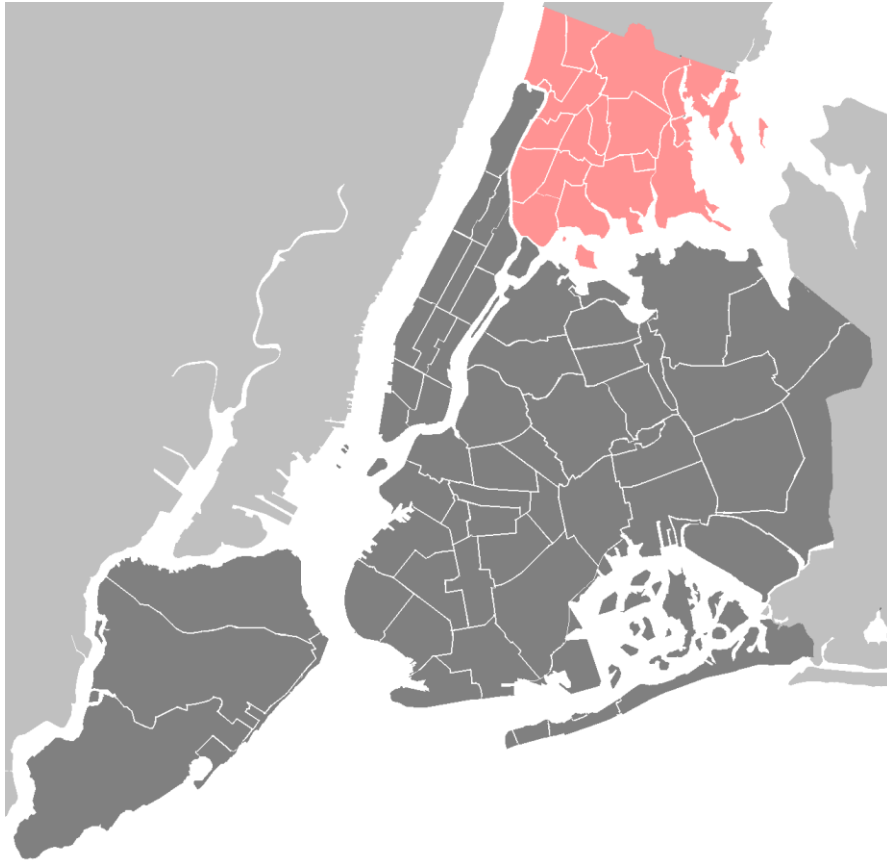
*Delayed

NOTE: Timeline may change at State's discretion.



BPHC is continuing its planning as scheduled to ensure the development of a comprehensive, thoughtful application.

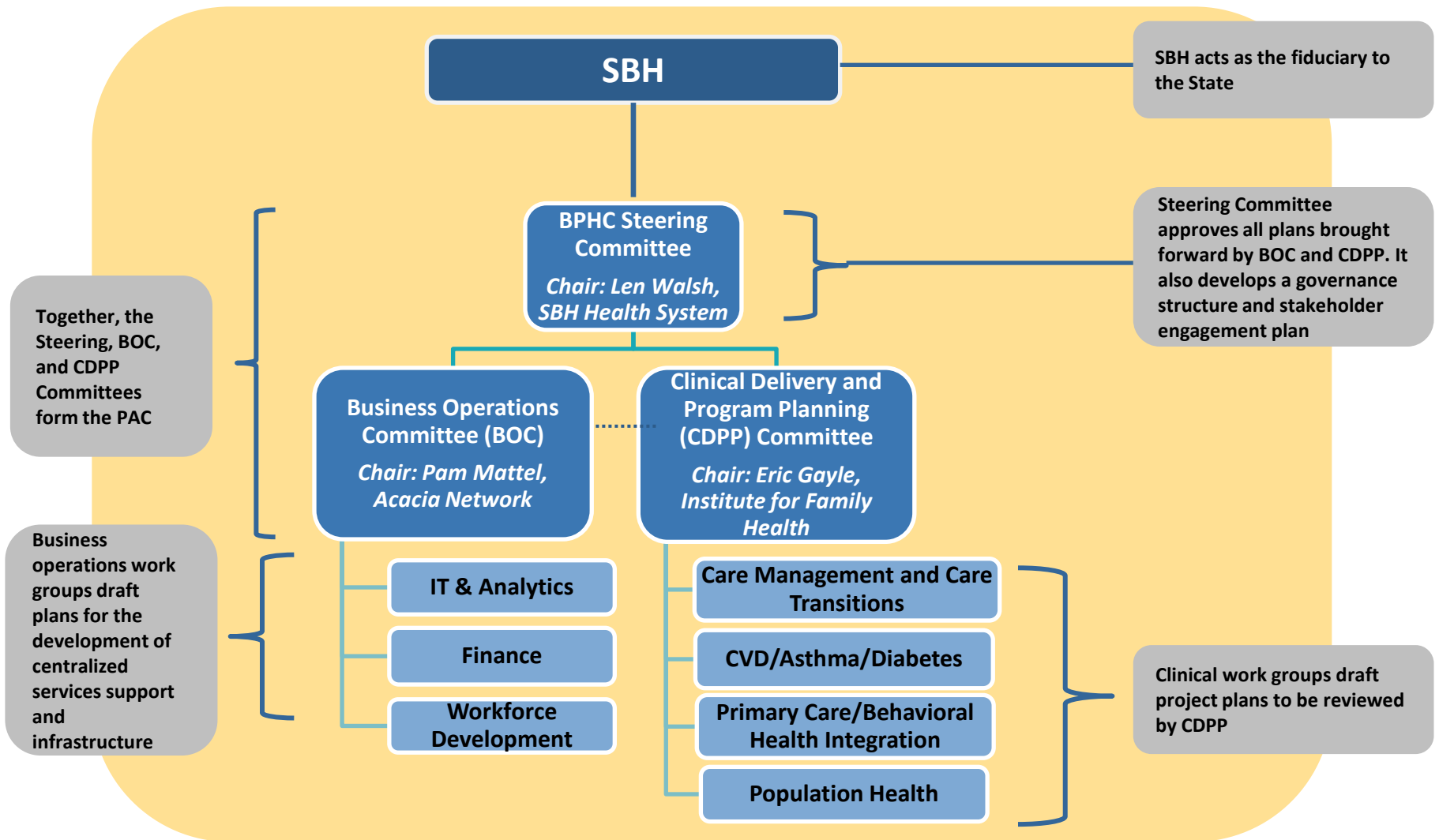
State Encouraging Collaboration among PPSs



- The State is strongly encouraging PPSs to collaborate on both a borough- and city-wide basis
- BPHC participated in the Bronx-wide community needs assessment conducted by New York Academy of Medicine
- Other suggested areas for collaboration have included:
 - Project selection
 - Clinical project design
- BPHC is working with the other Bronx PPSs and the New York City DOHMH to explore opportunities for collaboration across these program planning areas

BPHC Planning Process

Committee and Work Group Structure and Processes



Member Participation in Planning Efforts

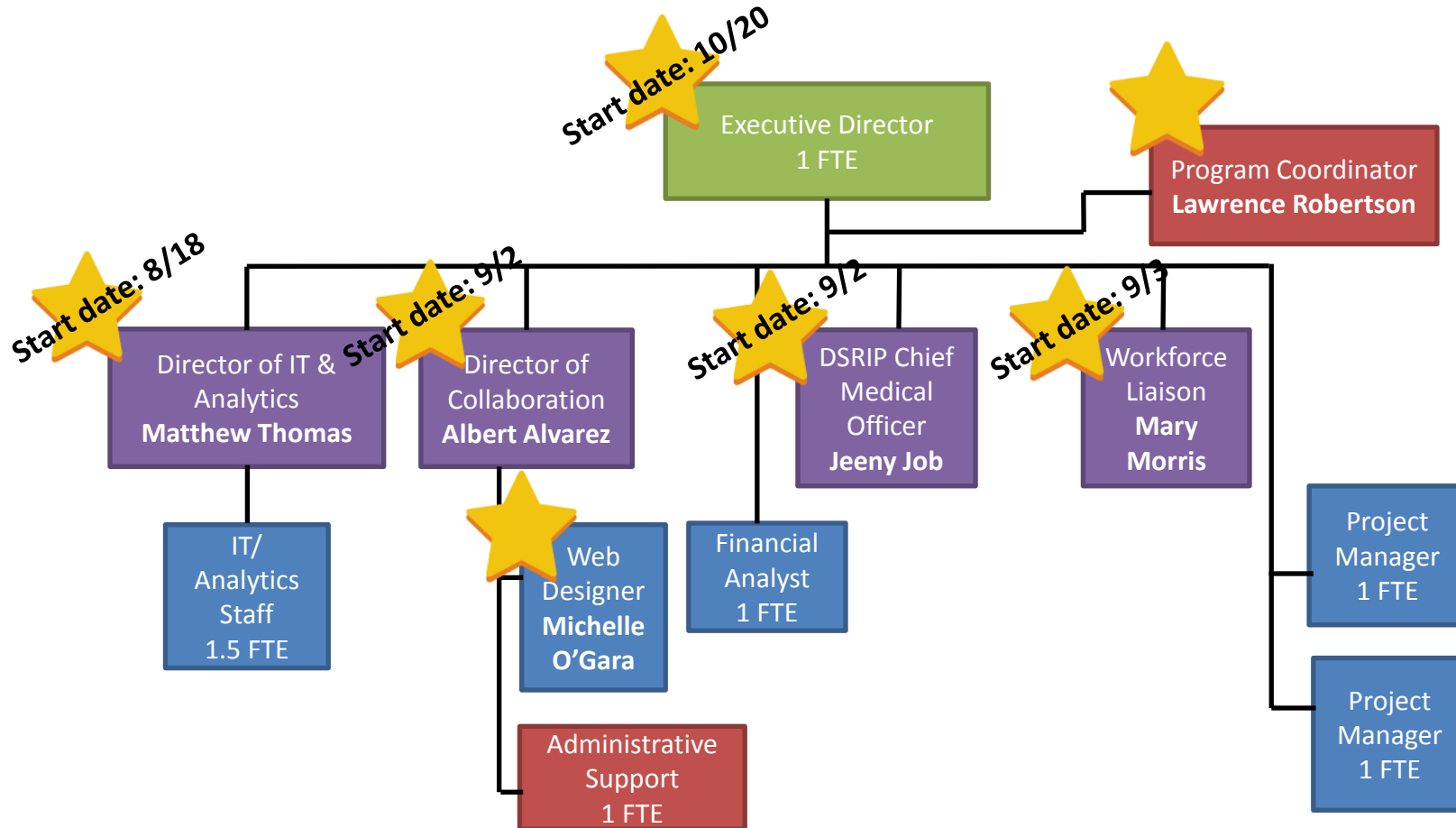


- From mid-July to today, BPHC has held:
 - 5 meetings of the committees composing the PAC, involving **36 individuals** across **19 member organizations**
 - 13 work group meetings across the 5 work groups that have begun meeting*

- In total, the 7 work groups involve **113 individuals** across **45 member organizations**

**The Finance and Workforce Development Work Groups will begin meeting later this month*

Project Management Office Hiring Update





Community Needs Assessment

- NYAM is completing the last stages of the borough-wide Community Needs Assessment (CNA)
 - Bronx Lebanon's PPS has recently joined the Bronx CNA effort
- NYAM has completed a preliminary draft of the CNA, which includes both primary and secondary data analysis:
 - The primary data analysis includes key informant interviews, focus groups with Medicaid beneficiaries and uninsured individuals, and more than 500 community surveys
 - The secondary data analysis includes data from a variety of sources, including the American Community Survey, the New York City Department of Health and Mental Hygiene, and New York State Department of Health



Stakeholder Engagement

- Hosted all-member kickoff meeting attended by 80 individuals from 56 organizations
- Recruited a Director of Collaboration within the PMO to lead outreach to stakeholders
- Created a website to disseminate information on the DSRIP projects, create transparency, and solicit community feedback; website will go live in the coming weeks
- Developing a Stakeholder Engagement Plan and Consumer Outreach Plan

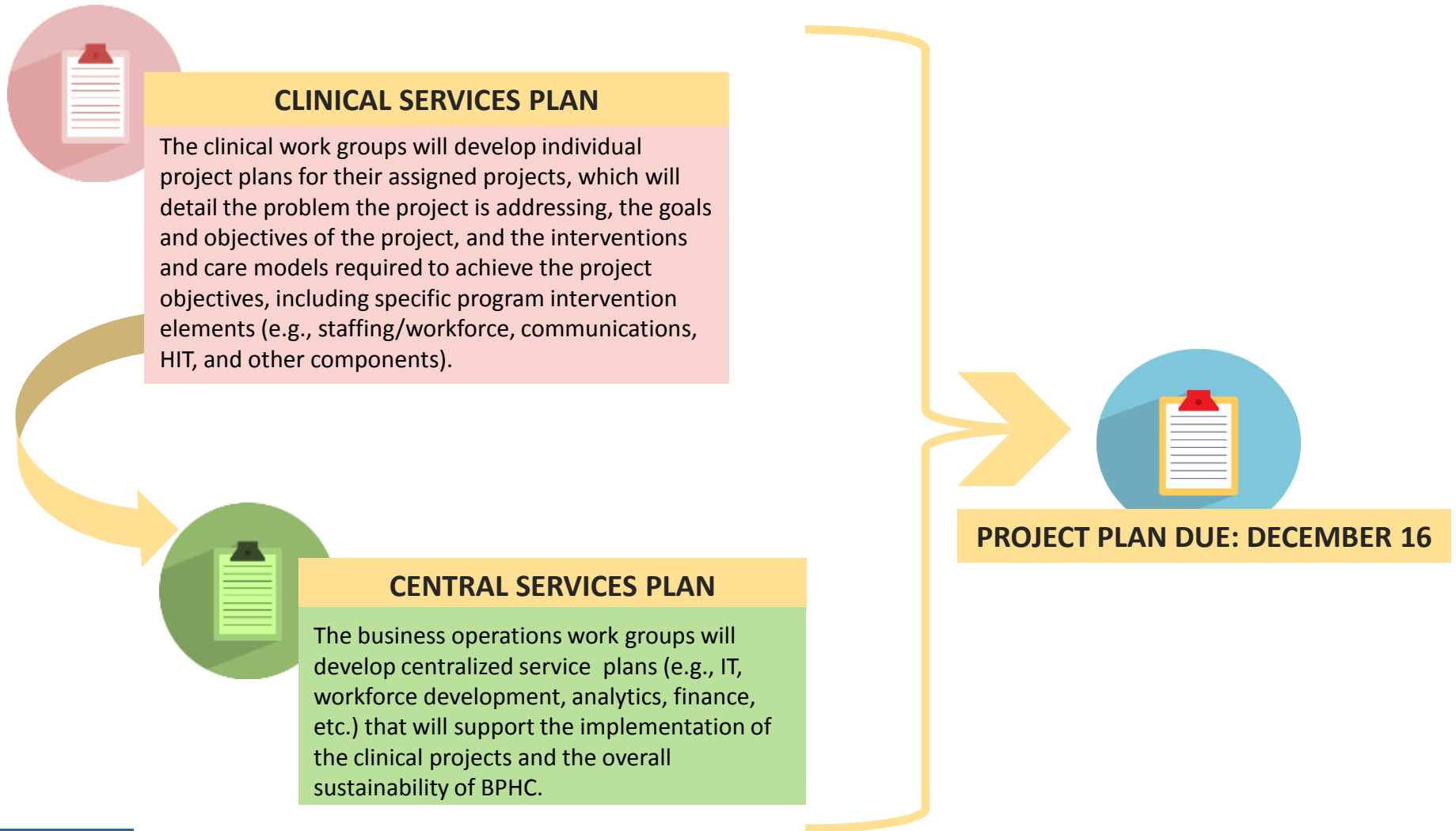


Governance Plan & Legal Framework

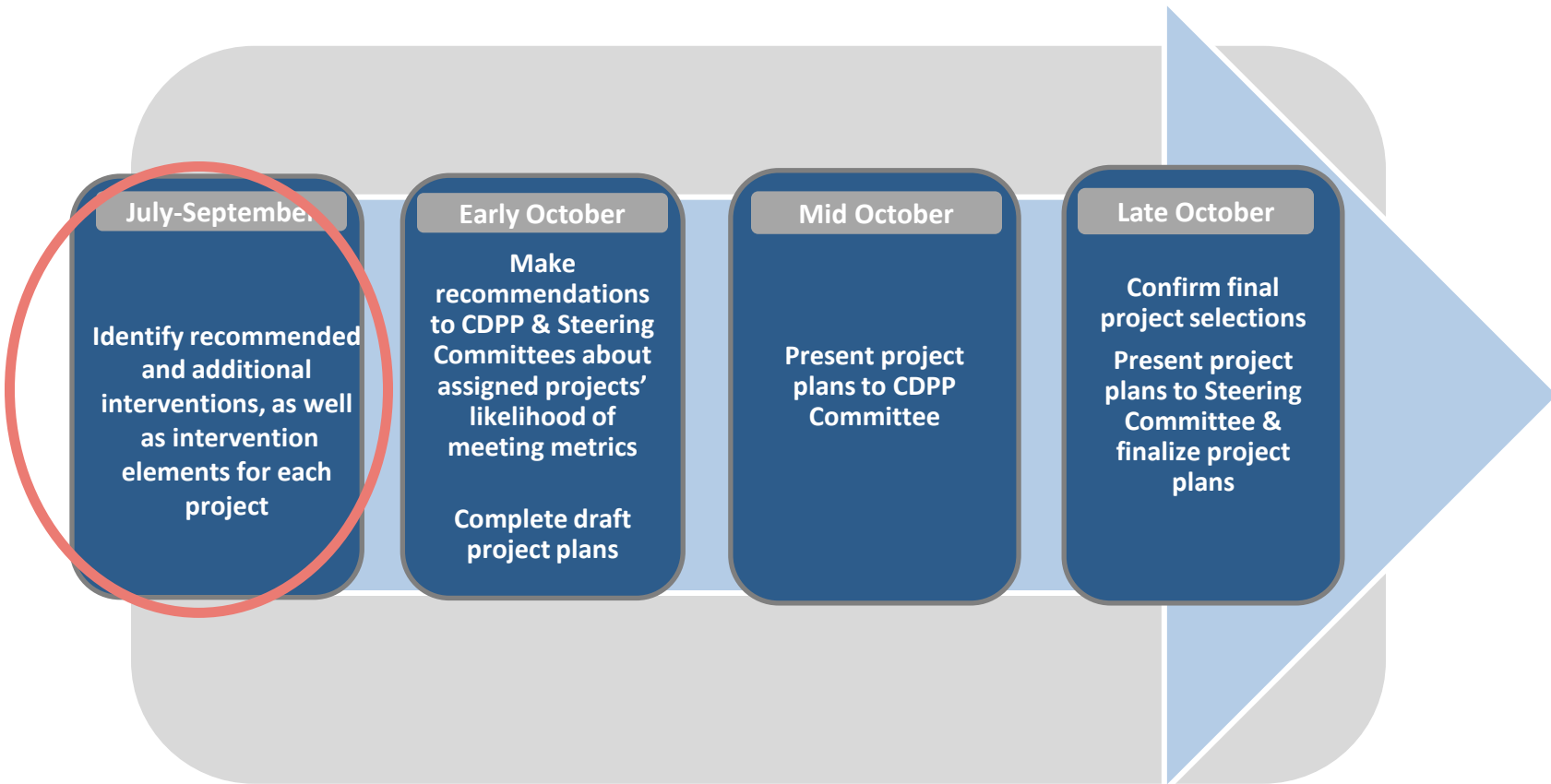
- Developing an operational governance plan
- Will draft contracts/memoranda of understanding to govern relationships among PPS members & centralized services providers
- Will develop vendor agreements
- Will draft data sharing agreements between providers
- Will reconcile clinical care model with regulatory requirements

Clinical Delivery and Program Planning Updates

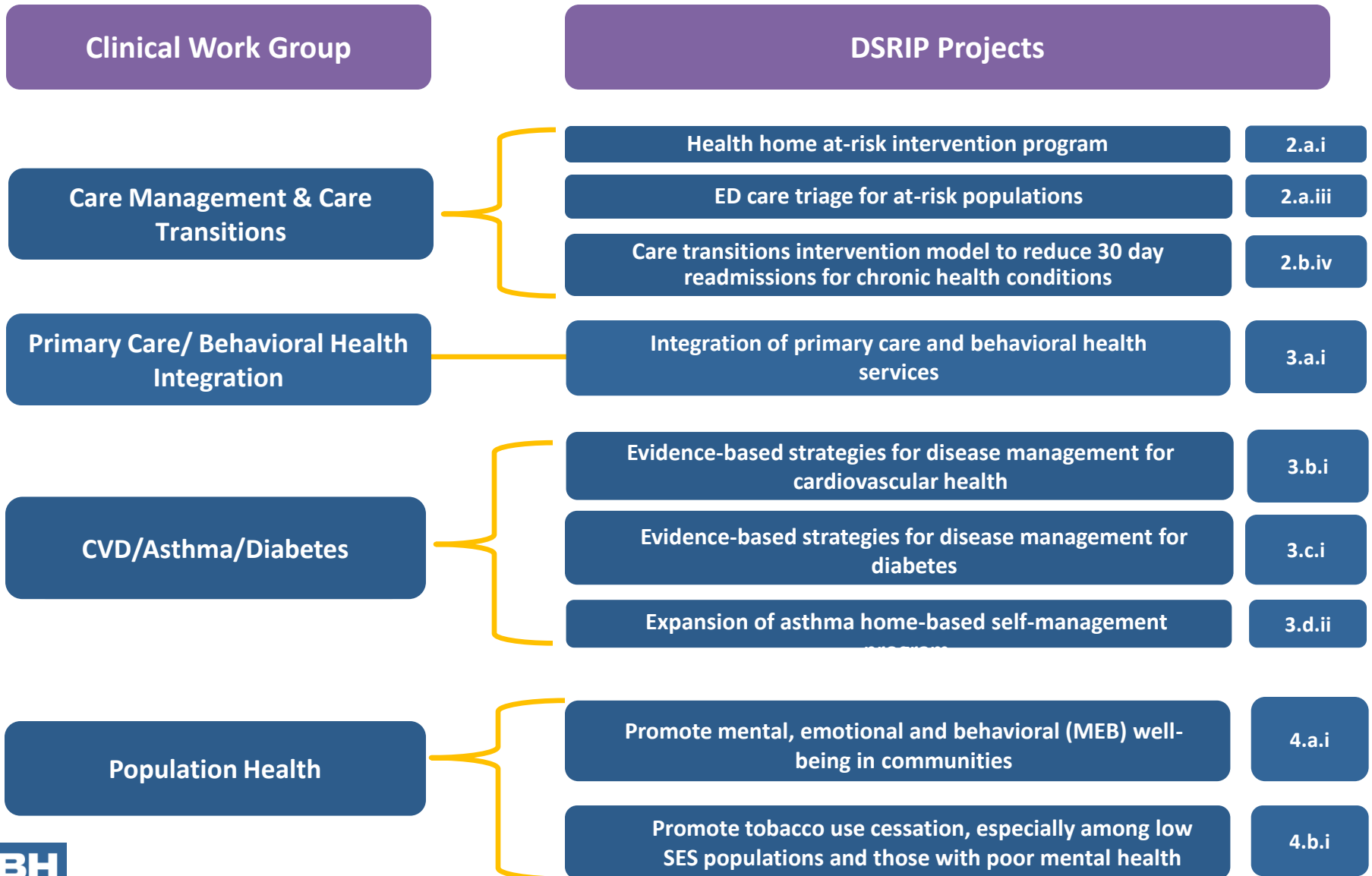
Big Picture: Work Groups' Task at Hand




Clinical Delivery and Program Planning Timeline

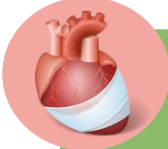


Clinical Work Groups and DSRIP Project Assignments



Clinical Delivery and Program Planning Updates


All work groups agreed that BPHC should increase access to high quality primary care through the implementation of 2014 NCQA Level 3 PCMH Standards across all primary care sites



CVD/Asthma/Diabetes

- Work group has convened 4 times
- Interventions and models being considered are:
 - Million Hearts Campaign strategies for cardiovascular disease and diabetes
 - a.i.r. Bronx

Work group lead: David Collymore, Acacia Network

Meetings:

- Occurred on 7/30, 8/4, 8/18, and 9/3
- Next meeting: 9/17



Care Management and Care Transitions

- Work group has convened twice
- Subgroups for each of the 3 projects have met separately
- Interventions being considered include:
 - Bronx Collaborative Care Transitions Program, Critical Time Intervention
 - Parachute NYC, Montefiore CMO Clinical Navigator Program, FDNY Diversion Initiative
 - Expansion of HH model to individuals with one chronic condition

Work group lead: Alex Alvarez, Montefiore Medical Center

Meetings:

- Occurred on 7/30 and 8/11
- Next full-work group meeting: 9/22



Primary Care/ Behavioral Health Integration

- Work group has convened 4 times
- Interventions being considered include:
 - Collaborative Care/IMPACT model
 - Co-location of primary care and behavioral health services

Work group lead: Pat Belair, SBH Health System

Meetings:

- Occurred on 7/30, 8/13, 8/27, 9/8
- Next meeting: 9/24



Population Health

- Work group has convened once
- A subgroup has met with representatives of other PPSs to develop a collaborative strategy for Bronx and city-wide population health initiatives
- Project selection is being finalized

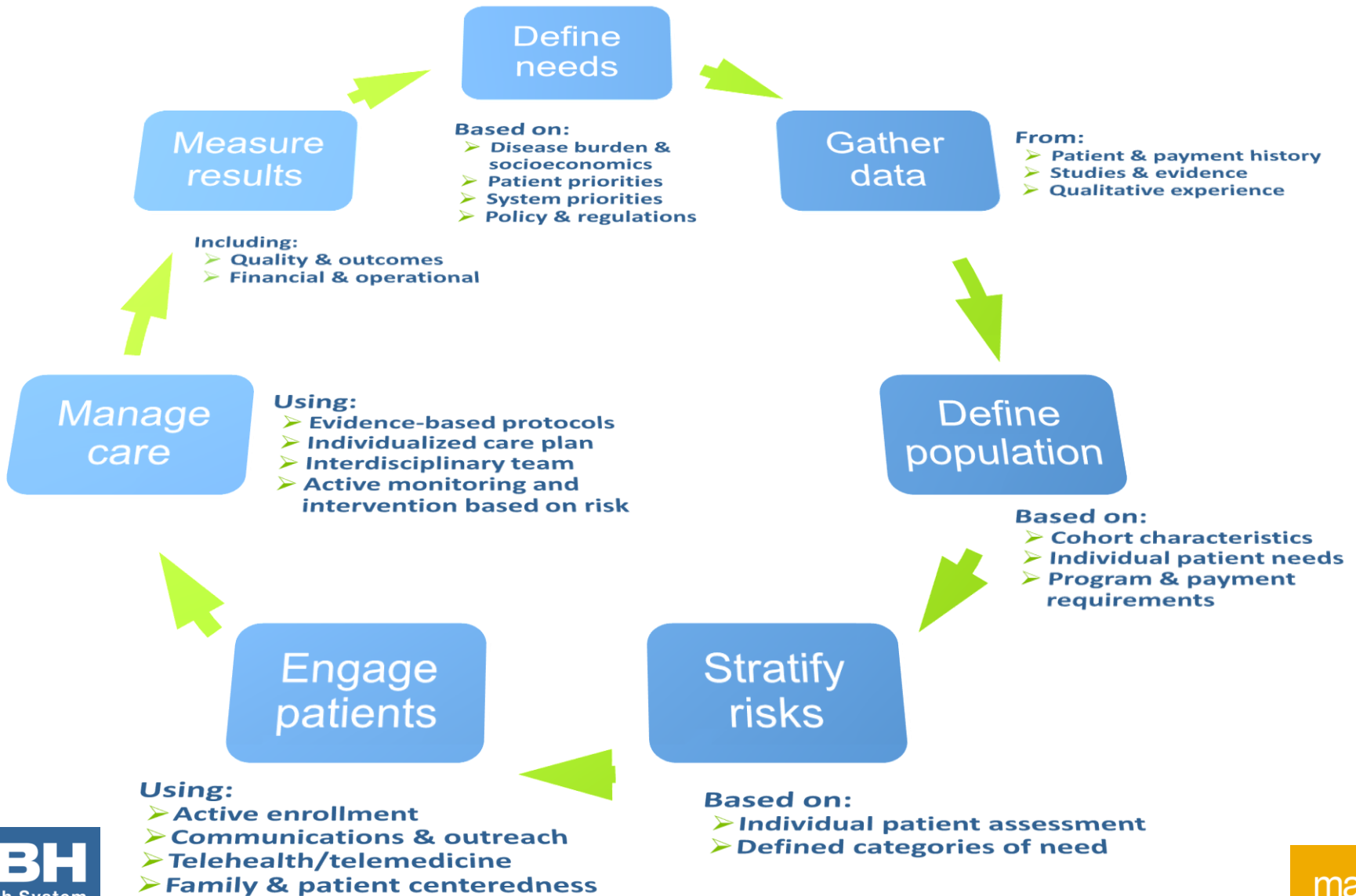
Work group lead: Amanda Parsons, Montefiore Medical Center

Meetings:

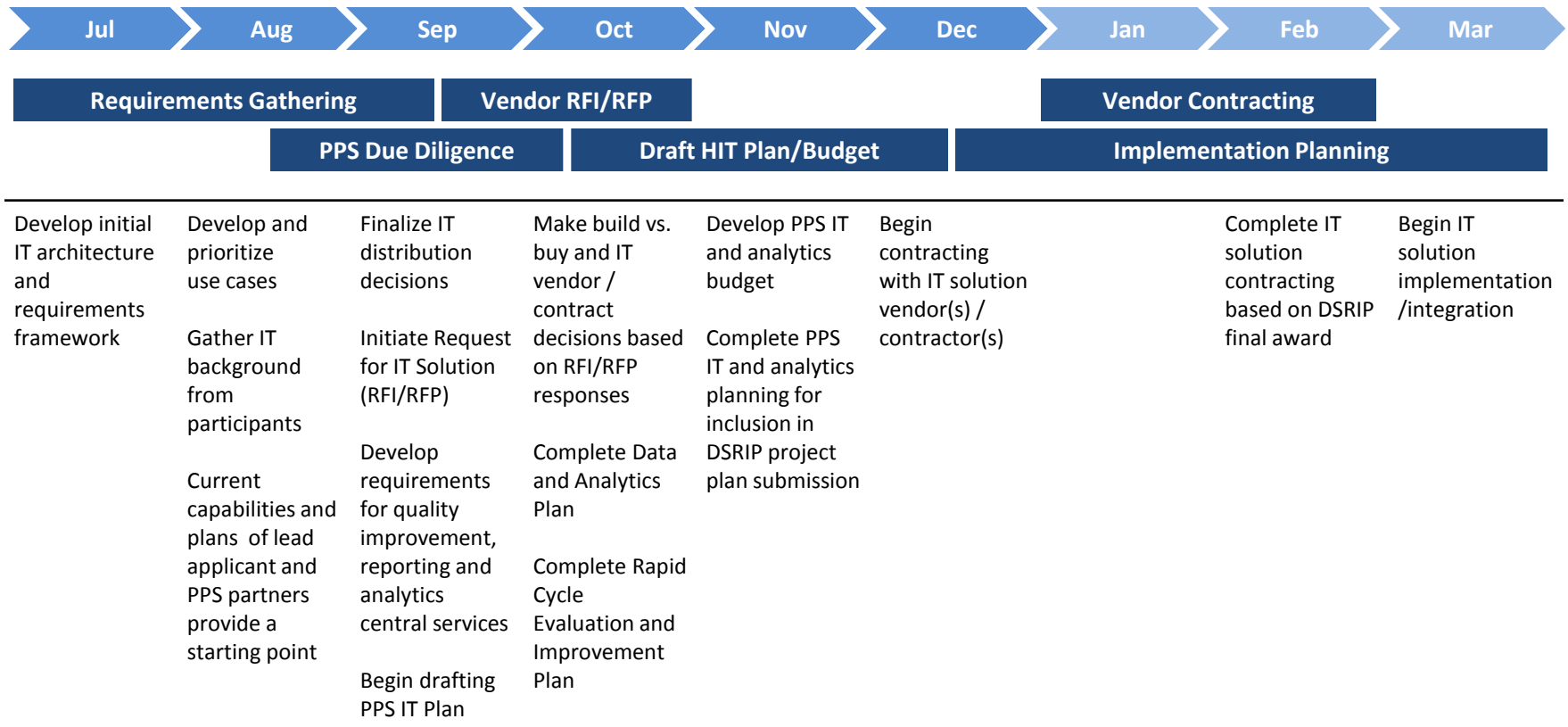
- Occurred on 7/30
- Borough-wide meeting took place on 8/20


Business Operation Updates – IT & Analytics

DSRIP/Population Health Management Scope



IT and Analytics Planning Timeline



 **IT & Analytics Work Group lead: Jitendra Barmecha, SBH Health System**

Summary of Information Gathering Requests

Prioritization Exercise

- Objective: collect Work Group member perspectives on where to focus
- Approach:
 - Distributed Monday, August 25
 - 7 out of 16 responses received as of Wednesday, September 3

IT Planning Information Request

- Objective:
 - Determine available capabilities to build on
 - Identify common capabilities and gaps
 - Establish baseline understanding of who has what level of IT resources to contribute to the PPS and support DSRIP efforts
- Approach:
 - Created Survey Monkey and pdf form versions
 - Distributed to Work Group for beta-testing Tuesday, September 2
 - 15 responses from 4 organizations received by September 3
 - Modified and distributed to **136 member organizations** on Tuesday, September 9 for completion by Monday, September 15

Components of IT Planning Request

- DSRIP IT framework and definitions for context
- Contact info and organizational description
- MU, PCMH and ICD-10 status (if applicable)
- # of users and IT FTEs
- RHIO participation and other HIE activities
- Capacity to compute quality or performance metrics, or to provide data to the PPS
- Capacity to attribute and track patient populations
- Area of greatest need (for support from PPS)
- Inventory of applicable vendors/systems
- Additional background information, as available:
 - IT overview documents
 - Planned major IT investments and initiatives
 - Background on data infrastructure
 - Care management-specific IT capabilities
 - Detail on HIE capabilities
 - Org chart for IS

Reminder: Please complete the IT Planning Information Request for your organization by close of business on Monday, September 15.

Business Operation Updates – Finance

Financial Requirements of DSRIP

New York State Requirements (Attachment I of STC)

- Section IV. DSRIP Project Plan Requirements
 - Budget: Performing Provider Systems must provide a detailed budget for all 5 years of their DSRIP project. For Performing Provider Systems that were awarded HEAL grants, a detailed budget report along with a description of the similarities or differences must be included.
- Section IV. DSRIP Project Plan Requirements
 - Review of Financial stability: A complete review of the financial condition of all financially challenged safety net and public providers in the performing provider system.
- Section IV. DSRIP Project Plan Requirements
 - Expectation of Sustainability: Performing Provider Systems are asked to explain how the outcomes of this project will be sustained at the end of DSRIP and how gains can be continued after the conclusion of the project period. This should include a financial forecast of expected savings related to the implementation.
- Section V. Project Valuation.
 - Project Value Monitoring: Performing Provider Systems will be required to develop budgets and report on DSRIP project spending throughout the demonstration. As described in paragraph VI.c, CMS reserves the right to review project values to ensure that the project value index, the population denominator, and the overall project valuation are calculated correctly.

DSRIP Funding: Project Plan Valuation

Number of Attributed Medicaid Beneficiaries

Once the PPS network of service providers is finalized, DOH will assign each PPS a number of Medicaid beneficiaries that can be attributed to their network, based on “loyalty” – total visit counts to the overall PPS network across hierarchical service categories. Recent changes in state guidance attribute uninsured patients to HHC

X Valuation Benchmark Payment PMPM

Valuation benchmarks are PMPM payments that are pre-set by DOH, and will decrease as more projects are added to an application to account for the ability to leverage shared capacities (e.g. administration, IT)

X Project Index Score

Project Index Scores are based upon a grading rubric that evaluates the project’s ability to transform the health care system. The State has assigned an index score to each project based on a 60 point scale.

X Project Plan Application Score

Applications will be scored by DOH based on a rubric to grade variation in DSRIP projects selected, fidelity to project description, likelihood of success on project, commitment to develop capability to receive risk-based payments from MCOs. In addition, a bonus will be given to applicants which are approved to implement project 2.d.i.

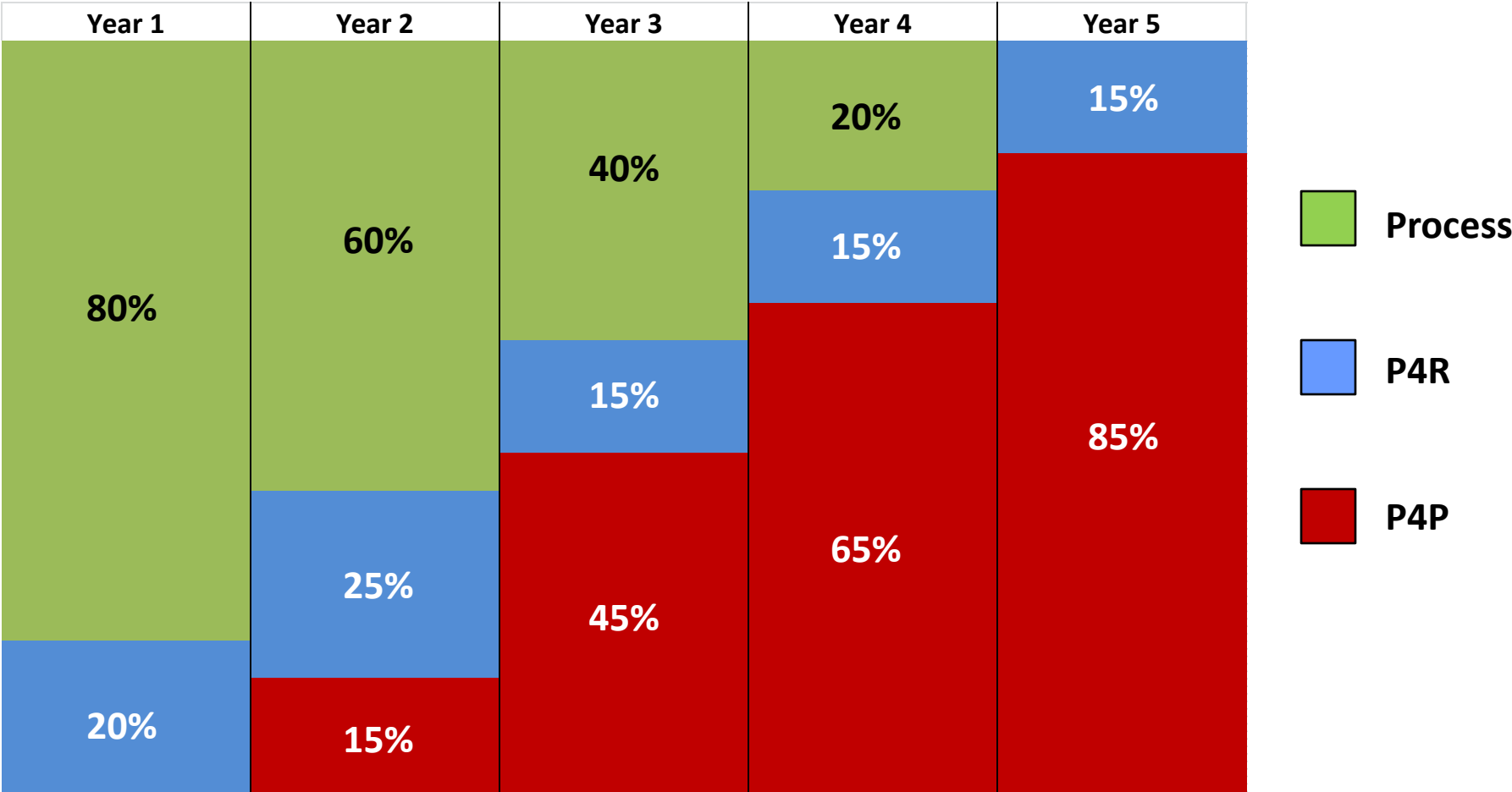
X Duration of DSRIP Project

DOH has set the DSRIP Program Duration to be 60 months

= Project Plan Valuation

Represents the highest possible financial allocation a Performing Provider System can receive for their project plan over the duration of their participation in the DSRIP program.

Main Types of DSRIP Payments



Source: Attachment I – Program Funding and Mechanics
**Note: percentage of total funds based on hitting 100% of all milestones*

DSRIP Financial Team: Tasks and Timeline August to February 2015



5 Year DSRIP Budget

- Determine direct and indirect expense categories
- Capture sources for all expenses
- Develop budget survey

- Review published budget requirements
- Collect and review data
- Determine and approve financial model metrics
- **Complete initial draft and distribute to Steering Committee**

- **Revise and complete final version**
- **Approve final budget, distribute to Steering Committee**

Funding Methodology

- Review mechanics of funding and agree to principles

- **Complete draft and send to key partners**
- Review feedback
- Coordinate legal review

- **Approve methodology**

Financial Pro Formas

- Develop initial project valuation

- Refine project valuation and expense model assumptions
- Incorporate initial Attribution report from DOH

- **Create pro formas and financial schedules**
- **Develop capital needs assessment**

Financial Sustainability Forecast

- Establish principles of model post-2019

- **Complete draft analysis**
- **Complete draft operating cost structure**

- **Complete draft of financial forecast model**
- **Approve model**
- **Adapt model into DSRIP application**

Financial Tracking Tools

- **Develop model and systems to track DSRIP expenditures**

- ID and compile performance metrics
- Determine each metric, performance metrics, and 12 month target
- **Build tracking model**
- **Develop State funding model**



Finance Work Group Kickoff Meeting: September 15th

Business Operation Updates – Workforce Development

Workforce Development Planning Timeline



Mary Morris has been hired as the PMO Workforce Liaison. She will be attending the clinical work group meetings moving forward.



Sep	Oct	Nov	Dec	Jan	Feb
<p>Begin gathering information about existing resources</p> <p>Develop requirements, based on project needs, for Workforce Development and Training Strategy</p> <p>Workforce Liaison participates in clinical work group meetings</p> <p>Workforce Development Work Group convenes for the first time</p>	<p>Assist in developing budget for Workforce Development and Training Strategy Central Service Components</p>	<p>BOC and Steering Committee review draft of BPHC Workforce Development and Training Strategy Central Services plans</p> <p>Finalize Workforce Development and Training Strategy Central Services plans</p>			<p>Develop recommendations to feed into Launch Action Plan</p>

Work group lead: Curtis Dann-Messier, Hostos Community College

Next Steps

DSRIP Timeline

September

- Identify recommended and additional interventions, as well as intervention elements for each clinical project
- Begin data gathering to identify gaps for quality improvement, reporting, and analytics central services
- Draft incentive funding distribution methodology
- Draft initial Rapid Cycle Evaluation Plan
- Confirm BPHC Members
- Begin resource gap analysis for implementation of clinical projects



October

- Make recommendations to CDPP & Steering Committees about assigned projects' likelihood of meeting metrics
- Submit project plans to CDPP & Steering Committees for finalization
- Present HIT Infrastructure, Data and Analytics, and Rapid Cycle Evaluation Plans to BOC
- Make build v. buy and IT vendor/contract decisions
- Draft initial five-year PPS budget
- Develop operating cost structure



November

- Complete draft of financial forecast model
- Present HIT Infrastructure, Data and Analytics, and Rapid Cycle Evaluation Plans to Steering Committee
- Finalize funding distribution methodology
- Present BPHC Workforce Development and Training Strategy central services plan to BOC and Steering Committee for approval
- Finalize governance plan
- **Final Project Plan Application is released on Nov. 14th**



December

- Develop model and systems to track DSRIP project expenditures
- Finalize financial forecast model
- Adapt final financial sustainability model into DSRIP application template
- **Project Plan Application is submitted by Dec. 16th**

Meetings Going Forward



The next all-member meeting will be in November.



Please send additional questions or feedback to:

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