

Thought Leaders and Stakeholders Interviewed

National thought leaders

Lindsey Browning, Senior Policy Analyst, National Association of Medicaid Directors

Sophia Chang, Vice President of Programs, California Health Care Foundation

Beth Feldpush, Senior Vice President of Policy and Advocacy, America's Essential Hospitals

Eliot Fishman, Director, State Demonstrations Group, Center for Medicaid and CHIP Services, Centers for Medicare and Medicaid Services

Heather Howard, Program Director, State Health Reform Assistance Network, Robert Wood Johnson Foundation

Frederick Isasi, Division Director, Health Division, National Governor's Association Center for Best Practices

Kathleen Nolan, Managing Principal, Health Management Associates (*Director, State Policy and Programs, National Association of Medicaid Directors at time of interview*)

Chris Perrone, Director, Improving Access, California Health Care Foundation

Trish Riley, Executive Director, National Academy for State Health Policy

Matt Salo, Executive Director, National Association of Medicaid Directors

Bruce Siegel, President and CEO, America's Essential Hospitals

Hemi Tewarson, Program Director, Health Division, National Governors Association Center for Best Practices

New York stakeholders

Gregory Allen, Director, Division of Program Development and Management, Office of Health Insurance Programs, New York State Department of Health

Gary Belkin, Executive Deputy Commissioner for Mental Health, New York City Department of Health and Mental Hygiene

Marc Berg, Principal, Health Care Strategy and Transformation, KPMG LLP USA

Deb Blanchard, Director of Patient-Centered Medical Homes, Finger Lakes PPS

Peggy Chan, Director, DSRIP, New York State Department of Health

Andrea Cohen, Senior Vice President for Program, United Hospital Fund

David Cohen, CEO, Central Services Organization, Community Care of Brooklyn; Executive Vice President, Clinical Affairs & Affiliations at Maimonides Medical Center

Donna Colonna, CEO, Services for the UnderServed

Carla D'Angelo, Senior Vice President of Strategic Business Development, Monroe Plan for Medical Care

Diane Ferran, Senior Director, Clinical Quality Improvement Program, Community Health Care Association of New York State

Arthur Gianelli, President, Mount Sinai St. Luke's; President, Mount Sinai PPS Board of Managers

Dennis Graziano, President/CEO, Monroe Plan for Medical Care

Val Grey, Executive Vice President, Healthcare Association of New York State

Beverly Grossman, Senior Policy Director, Community Health Care Association of New York State

Jason Helgeson, Medicaid Director, New York State

Harold Iselin, Managing Shareholder, Greenberg Traurig, LLP

Christina Jenkins, President and CEO, OneCity Health

Deborah King, Executive Director, 1199 SEIU Training and Employment Funds

Jeffrey Kraut, Senior Vice President, Strategy and Business Informatics, Northwell Health

Pamela Mattel, COO, Acacia Network

Ann Monroe, President, Health Foundation for Western & Central New York

Lisa Perry, Vice President, Quality and Technology Initiatives, Community Health Care Association of New York State

John Ruge, CEO, Hudson Headwaters Health Network

Chad Shearer, Director, Medicaid Institute, United Hospital Fund

Kathleen Shure, Senior Vice President, Health Economics, Finance, and Managed Care, Greater New York Hospital Assn.

Carol Tegas, Executive Director of the Finger Lakes PPS

Pat Wang, CEO, HealthFirst

Dennis Whalen, President, Healthcare Association of New York State

Grace Wong, Vice President and CFO of Medicaid Strategy, Northwell Health

Attribution and Valuation by Performing Provider System

Performing Provider System <i>PPS lead entity or entities</i>	Number of attributed Medicaid members ^a	Maximum valuation ^b	Safety net or public lead entity?
Adirondack Health Institute PPS <i>Adirondack Health Institute</i>	143,640	\$186,715,496	Safety net
Advocate Community Providers <i>AW Medical Office, PC; New York Community Preferred Partners; Northwell Health</i>	312,623	\$700,038,844	Safety net
Albany Medical Center Hospital PPS <i>Albany Medical Center</i>	107,781	\$141,430,547	Safety net
Alliance for Better Health Care <i>Ellis Hospital</i>	193,150	\$250,232,844	Safety net
Bronx Partners for Healthy Communities <i>SBH Health System</i>	159,201	\$384,271,362	Safety net
Bronx-Lebanon Hospital Center PPS <i>Bronx-Lebanon Hospital Center</i>	70,861	\$153,930,779	Safety net
Brooklyn Bridges <i>NYU Lutheran Medical Center</i>	74,326	\$127,740,537	Safety net
Care Compass Network <i>United Health Services Hospitals</i>	186,101	\$224,540,274	Safety net
Central New York Care Collaborative <i>Auburn Community Hospital; Faxton St. Luke's Healthcare; St. Joseph's Hospital Health Care; SUNY Upstate University Hospital</i>	262,144	\$323,029,955	Public
Community Care of Brooklyn <i>Maimonides Medical Center</i>	212,586	\$489,039,450	Safety net
Community Partners of Western NY <i>Sisters of Charity Hospital</i>	43,375	\$92,253,402	Safety net
Finger Lakes PPS <i>Rochester Regional Health System; UR Medicine</i>	413,289	\$565,448,177	Safety net
Hudson Valley Collaborative <i>Montefiore Medical Center</i>	105,752	\$249,071,149	Safety net
Leatherstocking Collaborative Health Partners PPS <i>Bassett Medical Center</i>	62,043	\$71,839,379	Safety net
Millennium Collaborative Care <i>Erie County Medical Center</i>	309,457	\$243,019,729	Public
Mount Sinai PPS <i>Mount Sinai Health System</i>	136,370	\$389,900,648	Safety net
Nassau Queens PPS <i>Nassau University Medical Center, in alliance with Northwell Health and Catholic Health Services of Long Island</i>	1,030,400	\$535,396,603	Public
New York-Presbyterian/Queens PPS <i>New York-Presbyterian/Queens</i>	12,962	\$31,776,993	Safety net
New York-Presbyterian PPS <i>New York-Presbyterian Hospital</i>	47,293	\$97,712,825	Safety net
North Country Initiative <i>Samaritan Medical Center</i>	61,994	\$78,062,822	Safety net

Performing Provider System PPS lead entity or entities	Number of attributed Medicaid members ^a	Maximum valuation ^b	Safety net or public lead entity?
OneCity Health NYC Health + Hospitals	2,760,602	\$1,215,165,724	Public
Refuah Community Health Collaborative Refuah Health Center	26,804	\$45,634,589	Safety net
Staten Island PPS Richmond University Medical Center; Staten Island University	180,268	\$217,087,986	Safety net
Suffolk Care Collaborative SUNY at Stony Brook University Hospital	437,896	\$298,562,084	Public
WMCHHealth PPS Westchester Medical Center	573,393	\$273,923,615	Public

^a This column reflects each PPS's attribution for valuation, which is the "number of Medicaid and uninsured lives for use in the calculation of potential performance awards as part of the DSRIP valuation process." New York State Department of Health, Bringing The Pieces Together: Attribution for Performance, Provider Counts by Service Type & Speed & Scale Templates, Dec. 2014.

^b The state defines maximum valuation for a PPS as "the highest possible financial allocation a PPS can receive for their plan over the duration of their participation in the DSRIP program." New York State Department of Health, DSRIP Frequently Asked Questions (FAQs), Aug. 2015.

Source: New York State Department of Health, DSRIP Performing Provider Systems by County, Jan. 2016.

Performing Provider System by County

County	Performing Provider System (PPS lead entity or entities)
Upstate	10 PPSs
Albany	Albany Medical Center Hospital PPS (Albany Medical Center) Alliance for Better Health Care (Ellis Hospital)
Allegany	Finger Lakes PPS (Rochester Regional Health System/UR Medicine) Millennium Collaborative Care (Erie County Medical Center)
Broome	Care Compass Network (United Health Services Hospitals)
Cattaraugus	Millennium Collaborative Care (Erie County Medical Center)
Cayuga	Central New York Care Collaborative (Auburn Community Hospital/Faxton St. Luke's Healthcare/ St. Joseph's Hospital Health Care/SUNY Upstate University Hospital) Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Chautauqua	Community Partners of Western New York (Sisters of Charity Hospital) Millennium Collaborative Care (Erie County Medical Center)
Chemung	Care Compass Network (United Health Services Hospitals) Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Chenango	Care Compass Network (United Health Services Hospitals)
Clinton	Adirondack Health Institute PPS (Adirondack Health Institute)
Columbia	Albany Medical Center Hospital PPS (Albany Medical Center)
Cortland	Care Compass Network (United Health Services Hospitals)
Delaware	Care Compass Network (United Health Services Hospitals) Leatherstocking Collaborative Health Partners PPS (Bassett Medical Center)
Erie	Community Partners of Western New York (Sisters of Charity Hospital) Millennium Collaborative Care (Erie County Medical Center)
Essex	Adirondack Health Institute PPS (Adirondack Health Institute)
Franklin	Adirondack Health Institute PPS (Adirondack Health Institute)
Fulton	Adirondack Health Institute PPS (Adirondack Health Institute) Alliance for Better Health Care (Ellis Hospital)
Genesee	Finger Lakes PPS (Rochester Regional Health System/UR Medicine) Millennium Collaborative Care (Erie County Medical Center)
Greene	Albany Medical Center Hospital PPS (Albany Medical Center)
Hamilton	Adirondack Health Institute PPS (Adirondack Health Institute)
Herkimer	Leatherstocking Collaborative Health Partners PPS (Bassett Medical Center)
Jefferson	North Country Initiative (Samaritan Medical Center)
Lewis	Central New York Care Collaborative (Auburn Community Hospital/Faxton St. Luke's Healthcare/ St. Joseph's Hospital Health Care/SUNY Upstate University Hospital) North County Initiative (Samaritan Medical Center)
Livingston	Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Madison	Central New York Care Collaborative (Auburn Community Hospital/Faxton St. Luke's Healthcare/ St. Joseph's Hospital Health Care/SUNY Upstate University Hospital) Leatherstocking Collaborative Health Partners PPS (Bassett Medical Center)
Monroe	Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Montgomery	Alliance for Better Health Care (Ellis Hospital)
Niagara	Community Partners of Western New York (Sisters of Charity Hospital) Millennium Collaborative Care (Erie County Medical Center)

County	Performing Provider System (PPS lead entity or entities)
Oneida	Central New York Care Collaborative (Auburn Community Hospital/Faxton St. Luke's Healthcare/ St. Joseph's Hospital Health Care/SUNY Upstate University Hospital)
Onondaga	Central New York Care Collaborative (Auburn Community Hospital/Faxton St. Luke's Healthcare/ St. Joseph's Hospital Health Care/SUNY Upstate University Hospital)
Ontario	Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Orleans	Finger Lakes PPS (Rochester Regional Health System/UR Medicine) Millennium Collaborative Care (Erie County Medical Center)
Oswego	Central New York Care Collaborative (Auburn Community Hospital/Faxton St. Luke's Healthcare/ St. Joseph's Hospital Health Care/SUNY Upstate University Hospital)
Otsego	Leatherstocking Collaborative Health Partners PPS (Bassett Medical Center)
Rensselaer	Alliance for Better Health Care (Ellis Hospital)
St. Lawrence	Adirondack Health Institute PPS (Adirondack Health Institute) North County Initiative (Samaritan Medical Center)
Saratoga	Adirondack Health Institute PPS (Adirondack Health Institute) Albany Medical Center Hospital PPS (Albany Medical Center) Alliance for Better Health Care (Ellis Hospital)
Schenectady	Alliance for Better Health Care (Ellis Hospital)
Schoharie	Leatherstocking Collaborative Health Partners PPS (Bassett Medical Center)
Schuyler	Care Compass Network (United Health Services Hospitals)
Seneca	Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Steuben	Care Compass Network (United Health Services Hospitals) Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Tioga	Care Compass Network (United Health Services Hospitals)
Tompkins	Care Compass Network (United Health Services Hospitals)
Warren	Adirondack Health Institute PPS (Adirondack Health Institute) Albany Medical Center Hospital PPS (Albany Medical Center)
Washington	Adirondack Health Institute PPS (Adirondack Health Institute)
Wayne	Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Wyoming	Finger Lakes PPS (Rochester Regional Health System/UR Medicine) Millennium Collaborative Care (Erie County Medical Center)
Yates	Finger Lakes PPS (Rochester Regional Health System/UR Medicine)
Hudson Valley	3 PPSs
Dutchess	Hudson Valley Cooperative (Montefiore Medical Center) WMCHHealth PPS (Westchester Medical Center)
Orange	Hudson Valley Cooperative (Montefiore Medical Center) Refuah Community Health Collaborative (Refuah Health Center) WMCHHealth PPS (Westchester Medical Center)
Putnam	Hudson Valley Cooperative (Montefiore Medical Center) WMCHHealth PPS (Westchester Medical Center)
Rockland	Hudson Valley Cooperative (Montefiore Medical Center) Refuah Community Health Collaborative (Refuah Health Center) WMCHHealth PPS (Westchester Medical Center)
Sullivan	Hudson Valley Cooperative (Montefiore Medical Center) WMCHHealth PPS (Westchester Medical Center)
Ulster	Hudson Valley Cooperative (Montefiore Medical Center) WMCHHealth PPS (Westchester Medical Center)
Westchester	Hudson Valley Cooperative (Montefiore Medical Center) WMCHHealth PPS (Westchester Medical Center)

County	Performing Provider System (PPS lead entity or entities)
Long Island	2 PPSs
Nassau	Nassau Queens PPS (Nassau University Medical Center, in alliance with Northwell Health and Catholic Health Services of Long Island)
Suffolk	Suffolk Care Collaborative (State University of New York at Stony Brook University Hospital)
New York City	11 PPSs
Bronx	Advocate Community Providers (AW Medical Office, PC/New York Community Preferred Partners/ Northwell Health) Bronx-Lebanon Hospital Center PPS (Bronx-Lebanon Hospital Center) Bronx Partners for Healthy Communities (SBH Health System) OneCity Health (NYC Health + Hospitals)
Kings	Advocate Community Providers (AW Medical Office, PC/New York Community Preferred Partners/ Northwell Health) Brooklyn Bridges (NYU Lutheran Medical Center) Community Care of Brooklyn (Maimonides Medical Center) Mount Sinai PPS (Mount Sinai Health System) OneCity Health (NYC Health + Hospitals)
New York	Advocate Community Providers (AW Medical Office, PC/New York Community Preferred Partners/ Northwell Health) New York-Presbyterian PPS (New York-Presbyterian Hospital) Mount Sinai PPS (Mount Sinai Health System) OneCity Health (NYC Health + Hospitals)
Queens	Advocate Community Providers (AW Medical Office, PC/New York Community Preferred Partners/ Northwell Health) Community Care of Brooklyn (Maimonides Medical Center) Mount Sinai PPS (Mount Sinai Health System) Nassau Queens PPS (Nassau University Medical Center, in alliance with Northwell Health and Catholic Health Services of Long Island) New York-Presbyterian/Queens PPS (New York-Presbyterian/Queens) OneCity Health (NYC Health + Hospitals)
Richmond	Staten Island PPS (Richmond University Medical Center/Staten Island University)

Source: New York State Department of Health, DSRIP Performing Provider Systems by County, Jan. 2016.

Performing Provider System Project Menu

Project number	Project name
Domain 2. System transformation projects	
A.	Create integrated delivery systems
2.a.i	Create integrated delivery systems that are focused on evidence-based medicine and population health management
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))
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
2.a.iv	Create a medical village using existing hospital infrastructure
2.a.v	Create a medical village/alternative housing using existing nursing home infrastructure
B.	Implementation of care coordination and transitional care programs
2.b.i	Ambulatory intensive care units
2.b.ii	Development of co-located primary care services in the emergency department (ED)
2.b.iii	Emergency department care triage for at-risk populations
2.b.iv	Care transitions intervention model to reduce 30-day readmissions for chronic health conditions
2.b.v	Care transitions intervention for skilled nursing facility (SNF) residents
2.b.vi	Transitional supportive housing services
2.b.vii	Implementing the INTERACT project (inpatient transfer avoidance program for SNF)
2.b.viii	Hospital-home care collaboration solutions
2.b.ix	Implementation of observational programs in hospitals
C.	Connecting settings
2.c.i	Development of community-based health navigation services
2.c.ii	Expand usage of telemedicine in underserved areas to provide access to otherwise scarce services
D.	Utilizing patient activation to expand access to community-based care for special populations
2.d.i	Implementation of patient activation activities to engage, educate, and integrate the uninsured and low/nonutilizing Medicaid populations into community-based care
Domain 3. Clinical improvement projects	
A.	Behavioral health
3.a.i	Integration of primary care and behavioral health services
3.a.ii	Behavioral health community crisis stabilization services
3.a.iii	Implementation of evidence-based medication adherence programs (MAPs) in community-based sites for behavioral health medication compliance
3.a.iv	Development of withdrawal management (e.g., ambulatory detoxification, ancillary withdrawal services) capabilities and appropriate enhanced abstinence services within community-based addiction treatment programs
3.a.v	Behavioral Interventions Paradigm (BIP) in nursing homes
B.	Cardiovascular health—implementation of Million Hearts Campaign
3.b.i	Evidence-based strategies for disease management in high-risk/affected populations (adult only)
3.b.ii	Implementation of evidence-based strategies in the community to address chronic disease—primary and secondary prevention projects (adult only)

Project number	Project name
C.	Diabetes care
3.c.i	Evidence-based strategies for disease management in high-risk/affected populations (adults only)
3.c.ii	Implementation of evidence-based strategies to address chronic disease—primary and secondary prevention projects (adults only)
D.	Asthma
3.d.i	Development of evidence-based medication adherence programs (MAPs) in community settings—asthma medication
3.d.ii	Expansion of asthma home-based self-management program
3.d.iii	Implementation of evidence-based medicine guidelines for asthma management
E.	HIV/AIDS
3.e.i	Comprehensive strategy to decrease HIV/AIDS transmission to reduce avoidable hospitalizations—development of a Center of Excellence for Management of HIV/AIDS
F.	Perinatal care
3.f.i	Increase support programs for maternal and child health (including high risk pregnancies), for example, the Nurse-Family Partnership
G.	Palliative care
3.g.i	Integration of palliative care into the patient-centered medical home model
3.g.ii	Integration of palliative care into nursing homes
H.	Renal care
3.h.i	Specialized medical home for chronic renal failure
Domain 4. Populationwide projects: New York's prevention agenda	
A.	Promote mental health and prevent substance abuse
4.a.i	Promote mental, emotional, and behavioral (MEB) well-being in communities
4.a.ii	Prevent substance abuse and other mental/emotional/behavioral disorders
4.a.iii	Strengthen mental health and substance abuse infrastructure across systems
B.	Prevent chronic diseases
4.b.i	Promote tobacco use cessation, especially among low-socioeconomic-status populations and those with poor mental health
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)
C.	Prevent HIV and sexually transmitted diseases
4.c.i	Decrease HIV morbidity
4.c.ii	Increase early access to, and retention in, HIV care
4.c.iii	Decrease STD morbidity
4.c.iv	Decrease HIV and STD disparities
D.	Promote the health of women, infants, and children
4.d.i	Reduce premature births

Source: New York State Department of Health, Delivery System Reform Incentive Payment Program Project Toolkit, Oct. 2014.

