

## Business Operations and IT Committee Meeting

### Meeting Summary

November 21<sup>st</sup>, 2016

199 Water Street, 31<sup>st</sup> Floor, New York, NY

5:00 PM – 6:30 PM

#### In Attendance (in-person or by conference call):

- Michael Ahuja (Visiting Nurse Service of New York)
- Gerardo Escalera (OneCity Health Services)
- Sal Guido (NYC Health + Hospitals/IT)
- Richard Keller (All Metro Health Care)
- Al Marino (NYCIG RHIO)
- Mike Matteo (CenterLight Healthcare System)
- Richard Miller (SUNY Downstate Medical Center)
- Alina Moran (NYC Health + Hospitals/Metropolitan)
- Dilip Nath (SUNY Downstate Medical Center)
- Inez Sieben (OneCity Health Services)
- *OneCity Health Services (Committee Support)*
  - *Alison Leung*
  - *Wilbur Yen*
- *COPE Health Solutions (Committee Support)*
  - *Carla D’Angelo*
  - *Lindsey Wallace*

#### Members Not In Attendance:

- Krista Olson (NYC Health + Hospitals/Corporate Budget)
- Christina Jenkins (OneCity Health Services)
- Gary Stankowski (NADAP)

Item	Notes
1. Committee Updates	<ul style="list-style-type: none"> <li>• Updates provided by Sal Guido.               <ul style="list-style-type: none"> <li>○ Michelle Daniels-DeVore has stepped down from the Committee. The Committee will seek to fill her seat.</li> </ul> </li> </ul>
2. Review of the October 26, 2016 meeting minutes	<ul style="list-style-type: none"> <li>• October 26, 2016 meeting minutes approved.</li> </ul>
3. PPS Updates	<ul style="list-style-type: none"> <li>• Updates provided by Inez Sieben.               <ul style="list-style-type: none"> <li>○ Additional High Performance Program (AHPP)                   <ul style="list-style-type: none"> <li>▪ OneCity Health earned \$6M under the Additional High Performance Program (AHPP).</li> <li>▪ The AHPP program is worth a total of \$250M at the state level, divided equally over 5 years (\$50M/year).</li> <li>▪ PPSs earn AHPP funds based on attributed members and PPSs must perform on 5 of 9 high performance measures</li> </ul> </li> </ul> </li> </ul>

	<p>specified by New York State (closing gap to goal by 10% or reaching statewide goal).</p> <ul style="list-style-type: none"> <li>▪ PPSs are paired with an MCO for this program; OneCity Health is in discussions with fiduciary Finance and Healthfirst for payment receipt and design of funds flow.</li> </ul> <ul style="list-style-type: none"> <li>○ New York State Department of Health (NYS DOH) DSRIP Mid-Point Assessment             <ul style="list-style-type: none"> <li>▪ OneCity Health expects the Mid-Point Assessment results from NYS DOH to be released November 22; after one week, the results will be reported publicly.</li> <li>▪ The Mid-Point Assessment included a 360 survey of partners, the DY2 Q2 report, and results of an in-person review by the NYS DOH’s Independent Assessor (IA).</li> </ul> </li> </ul>
<p><b>4. DSRIP Phase II Funds Flow &amp; Contracting</b></p>	<ul style="list-style-type: none"> <li>• Updates provided by Inez Sieben and Lindsey Wallace.             <ul style="list-style-type: none"> <li>○ Phase I Contracting – Status Update                 <ul style="list-style-type: none"> <li>▪ OneCity Health issued Comprehensive Schedules B to 183 partners for eight DSRIP projects. 167 are fully executed as of November 10<sup>th</sup>.</li> </ul> </li> <li>○ Overarching approach for Phase II contracting                 <ul style="list-style-type: none"> <li>▪ Leverage DSRIP incentive payments to promote transformation across partners</li> <li>▪ Align DSRIP contracting with New York State VBP roadmap and metrics required for other programs (e.g., MCO contracts, QARR/HEDIS, Medicare ACO)</li> <li>▪ Prepare partners for future value-based contracts</li> <li>▪ Develop a separate approach for partners that provide non-Medicaid billable services</li> </ul> </li> <li>○ Phase II Contracting – Status Update                 <ul style="list-style-type: none"> <li>▪ Contract Metrics – A cross-enterprise work group is creating contract metrics prioritizing DSRIP outcome measures based on a number of variables that take existing measures such HEDIS and others into account.</li> <li>▪ Partner Share of Funds – OneCity Health is evaluating the partner share of funds based upon estimates of reliable DSRIP revenues.</li> <li>▪ Contracting Partner Selection – A work group is developing Phase II eligibility criteria for contracting and potential future removal from the PPS.</li> <li>▪ Non-Medicaid Billing Partners – A work group is establishing the approach for contracting with non-Medicaid billing partners in Phase II to support the development of an integrated delivery system.</li> </ul> </li> <li>○ Phase II Funds Flow Framework                 <ul style="list-style-type: none"> <li>▪ Partner eligible allocation will be determined by partner score. Partner score is based on process metrics, member attribution and outcome measures.</li> <li>▪ Process metrics                     <ul style="list-style-type: none"> <li>▪ Process metrics are intended to:                             <ul style="list-style-type: none"> <li>• Promote transformational change</li> <li>• Drive achievement of DSRIP outcome measures and other metrics NYC Health +</li> </ul> </li> </ul> </li> </ul> </li> </ul> </li> </ul>

	<p>Hospitals is accountable for (e.g., MCO contracts, QARR/HEDIS, Medicare ACO)</p> <ul style="list-style-type: none"> <li>• Standardize elements of care models and workflows across PPS network partners for transition to value-based contracts             <ul style="list-style-type: none"> <li>▪ Process metrics are assigned a weight based on level of effort.</li> </ul> </li> <li>▪ Outcome Metrics             <ul style="list-style-type: none"> <li>▪ For each outcome measure, the impact of each provider is categorized as follows:                 <ul style="list-style-type: none"> <li>• Directly accountable and responsible</li> <li>• Direct impact</li> <li>• Supportive role</li> <li>• No defined role for a given outcome measure</li> </ul> </li> </ul> </li> </ul>
<p><b>5. Funds Flow: Community Based Organization (CBO) Network Assessment and Strategic Advice</b></p>	<ul style="list-style-type: none"> <li>• Update provided by Inez Sieben.             <ul style="list-style-type: none"> <li>○ Community Based Organization (CBO) Network Assessment and Strategic Advice                 <ul style="list-style-type: none"> <li>▪ Non-Medicaid billing partners and social services play a critical role in the achieving targeted outcomes and building an integrated delivery system.</li> <li>▪ OneCity Health believes outside expertise and capacity (from existing partners) will enable the PPS to accelerate this work, incorporate best practices and leverage local knowledge/relationships.</li> <li>▪ The scope of this work includes:                     <ul style="list-style-type: none"> <li>• Detailed analysis of partner sites including an inventory of the services provided, gap analysis, and recommendations to address gaps in service offerings across the OneCity Health network</li> <li>• Strategic advice and support for developing the non-Medicaid billing partner contracting framework</li> </ul> </li> </ul> </li> <li>○ OneCity Health has chosen four existing PPS partners who each have expertise and relationships to immediately support the PPS. These will be short-term Schedules B (through January 31, 2017) and will be paid on a deliverables basis.                 <ul style="list-style-type: none"> <li>▪ Community Service Society of New York (analytics and strategic support)</li> <li>▪ Make the Road New York (strategic support)</li> <li>▪ Arthur Ashe Institute for Urban Health (strategic support)</li> <li>▪ Health People (strategic support)</li> </ul> </li> <li>○ OneCity Health expects to engage one or more partners to provide additional technical assistance or other support to the PPS and partners beyond January 2017.</li> </ul> <p><i>Decision Item:</i> Committee recommends approval of funds flow for Community Based Organization (CBO) Network Assessment and Strategic Advice by the Executive Committee for up to \$100k.</p> </li></ul>

**6. Next Steps**

- Next meetings:
  - December 15<sup>th</sup>, 2016 – 5:30 – 7:00PM
    - OneCity Health will provide an update and more detailed information regarding the Phase II contracting model and seek the Committee’s recommendation for approval of the Phase II contracting and funds flow framework.
  - January 25, 2017 – 5:30 – 7:00PM