Executive Committee Meeting

Meeting Summary
September 27, 2017
199 Water Street, 31st Street West Boardroom, New York, NY
3:30 PM – 5:00 PM

In Attendance (in-person or by phone):
- PV Anantharam (NYC Health + Hospitals)
- Carmina Bernardo (Planned Parenthood of New York City, Stakeholder & Patient Engagement Committee Chair)
- Claudia Calhoun (New York Immigration Coalition)
- Donna Colonna (Coordinated Behavioral Care)
- Margaret Davino (Fox Rothschild, LLP)
- David Gross (Community Healthcare Network)
- Sal Guido (NYC Health + Hospitals, Business Operations & IT Committee Chair)
- Joseph Masci (NYC Health + Hospitals, Care Models Committee Chair)
- Maureen McClusky (NYC Health + Hospitals)
- Lonny Reisman (HealthReveal)
- Randye Retkin (New York Legal Assistance Group)
- William Walsh (University Hospital of Brooklyn, SUNY Downstate Medical Center)
- Ross Wilson (NYC Health + Hospitals, Committee Chair)
- OneCity Health (Committee Support)
  - Art Byrd
  - Grace Wong
  - Inez Sieben
  - Wilbur Yen

Regrets:
- Ellen Josem (Jewish Board of Family and Children’s Services)
- William Foley (NYC Health + Hospitals)
- Pat Wang (Healthfirst)
- Paul Vitale (Brightpoint Health)

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<th>Item</th>
<th>Notes</th>
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| 1. Welcome and Introductions  | New OneCity Health staff introduced by Ross Wilson, Interim Chief Executive Officer  
  - Arthur (Art) Byrd, Chief Financial Officer, joined in July, 2017  
  - Grace Wong, Consultant  
  Inez Sieben, COO, was thanked for her service in standing up the organization; Inez’s last day will be October 13 |
| 2. Old Business              | Meeting minutes from May 17, 2017 approved                             |
| 3. New Business              | CEO Report provided by Ross Wilson  
  - Management at OneCity continues to work toward maximizing efficiencies and effectiveness with NYC Health + Hospitals to draw closer to the delivery system and on the front lines |
• As the DSRIP mid-point approaches, OneCity is re-examining the projects to ensure that the PPS is maximizing revenues through its various partnerships

• The CEO for NYC Health + Hospitals was appointed by the Mayor DeBlasio; decision to be ratified by the NYC Health + Hospitals Board on Friday, September 29.
  o Mitch Katz, MD, public health leader in San Francisco and Los Angeles has experience creating innovative care models for vulnerable populations and looks to be is a strong choice for both NYC Health + Hospitals and OneCity Health
  o Dr. Katz will officially begin his service January 1, but will be involved in briefings and decisions prior to that date

• Current health care environment continues to be unstable for both large and small organizations. DSRIP is an enabling opportunity to meet the challenges of the future

• A consultant is currently working closely with Ross Wilson and President Brezenoff to identify the next OneCity Health CEO
  o The role of the new CEO will change as OneCity moves from a start-up to a maturing organization
  o Both internal and external candidates for the position are being considered

Action Item i. presented by Grace Wong, Consultant
• An analysis of OneCity Health contracting phases shows an increase in the percentage vs. process metrics (mirrored in funds flow from the State); an increase in total partner share of funds; and in Phase III, a longer 27-month contracting window to encourage long-term partnership
  o Partners will have an opt-out option if they do not wish to commit to 27 months

• A shift in funding allocation from project participation to partner type was made for the sake of simplicity and alignment with MCO contracting methodology

• In Phase III, management anticipates a decrease in partners with executed contracts based on engagement experience and metric submission from previous phases. Partners were told in Phase II that performance would be taken into consideration as a prerequisite for next round of contracting.

• Increased focus on primary care and behavior health will increase OneCity Health’s ability to meet $705M of reliable revenues and beyond.
  o Additional details on funds classification between partner types will be presented at a future meeting

• OneCity Health to begin reporting revenue loss to the State to mitigate lost revenue by hospitals due to the reduction of avoidable admissions and ED visits as a result of DSRIP implementation
  o Percentage of Revenue Loss taken by OneCity Health is modest in comparison with other New York State PPSs
  o OneCity to work out methodology between participating hospitals to allocate revenue loss

A motion was made:
• Resolution adopting recommendations made by OneCity Health Services management to include the following Phase III DSRIP contracting components. This resolution was approved unanimously by the Business Operations & IT Committee on September 25, 2017.
  o Contracting Plan which increases:
- Weighting on outcome metrics over process metrics from 75% process metrics to less than 50% and increasing outcome metrics from 25% to greater than 50%;
- Contracting term to 27 months
- Investments on expanding access to Primary Care and Behavioral Health
  - Total Partner Share of Funds Approach which includes:
    - Revenue Loss to hospital partners for up to $67.5M for the period April 1, 2016 to December 31, 2018;
    - Minimum total for Phase III, CY 2018 (Budget period 1) of $85M
  - Partner Type Contracting Methodology which assigns partners to a primary partner type

**Motion for Action Item i was approved unanimously by the Executive Committee**

Action Item ii presented by Inez Sieben, Chief Operating Officer
- Phase II Distinct Schedule B – Health Leads Technical Data Review
- Health Leads (a PPS partner) is a national non-profit working with healthcare systems to help screen for and connect patients to social and community-based services.
- During the demonstration, Health Leads collected important data about patient uptake, resource responsiveness, patient needs, and successful referral strategies.
- There remain significant opportunities for an in-depth data review that can illuminate best practices in social needs screening and referral that would benefit PPS partners.
- Health Leads is already a PPS partner and this contract would benefit the entire PPS; therefore a separate Distinct Schedules B and not a vendor contract
- The Executive Committee requested more detail on the nature of the data analysis and its utility/applicability to the PPS network including answers to the following questions:
  - What are the key indicators for effective referrals/assessment?
  - What type of person is conducting the data analysis?

A motion was made:
- Resolution authorizing OneCity Health Services management to execute a three-month agreement with Health Leads to conduct a technical data review to generate a report informing effective assessment and referral strategies for an amount not to exceed $25,000. This resolution was approved unanimously by the Business Operations & IT Committee on September 25, 2017.

**Motion for Action Item ii was unanimously approved by the Executive Committee under the condition that OneCity Health management provide additional information detailing key elements of the proposed contract**

| 4. Adjournment | The meeting was adjourned |