

# OneCity Health

DSRIP Program Implementation Update  
Project Approval and Oversight Panel (PAOP)

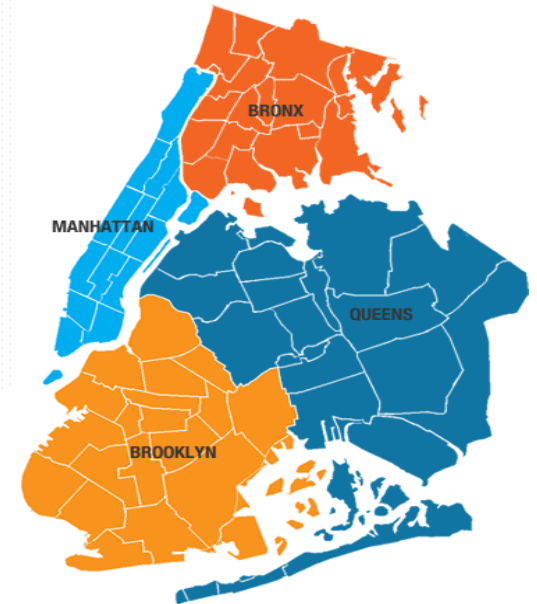
February 1, 2017

NYC  
HEALTH+  
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# About OneCity Health

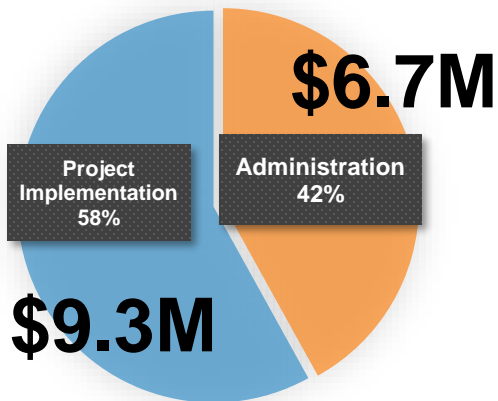
- + **Largest PPS** in New York State, and NYC's only public-hospital led PPS
  - + **657,070** DSRIP-attributed Medicaid patients, **>30** languages
  - + Longstanding commitment to health equity and culturally competent care
  - + Workforce headcount of **~119,600**
  - + **4** hubs, **~220** organizational-level partners, **~1,100** sites, **~12,000** providers
- + **Intensifying focus on sustainability** of all efforts
  - + **\$85M in partner spend for 1<sup>st</sup> nine months of Year 3** - for Executive Committee approval in February
  - + **Using new network knowledge** to tailor contracting, investment and partner support strategies
  - + **Significant sustainability risk** in light of potential new federal policies
- + Anchored by **NYC Health + Hospitals (H+H)** -- aligned in transformation efforts accelerated under its fiscal crisis
  - + **Reorganized** into service line structure
  - + **New, seasoned executive leadership**
  - + **Integrated leaders into OneCity Health team** from population health, Health Home and Medicare ACO



# PMO Expenses and Performance

## PMO Spend

April 1, 2015 – Sept 30, 2016



**Administrative spend reflects startup costs to support 220+ partners, including:**

- + IT infrastructure and analytics
- + VBP contracting preparation
- + Buildout of dedicated web-based partner portal and support desk
- + Portion of team staffing costs



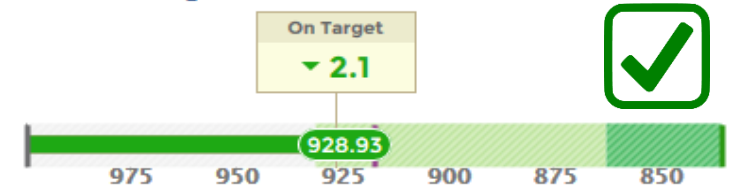
**Project implementation spend is to benefit entire OneCity Health network, including:**

- + PCMH Level 3 certification support
- + Mental health improvement efforts including “100 Schools Project” and co-location planning
- + Workforce training and education
- + Cultural Competency & Health Literacy assessments
- + Portion of team staffing costs

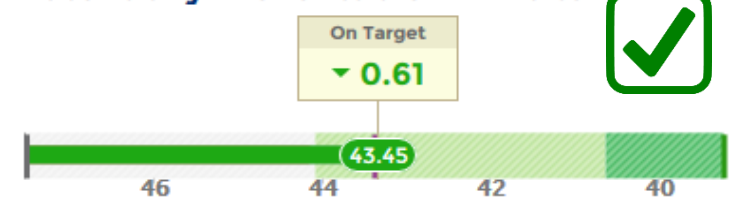
- + **99%** of commitments met through Year 1
- + **7th of 25 PPSs** in Mid-Point Assessment 360° partner survey
- + **5 recommendations** from Mid-Point Assessment
- + Focus is on **accelerating implementation**

## OneCity Health Performance as of April, 2016 (MY2)

### Potentially Avoidable Readmissions\*\*



### Potentially Preventable ED Visits\*\*



| Prior Year Result 
 | Annual Target 
 | Annual High Perf. Goal 
 | Monthly Target Zone 
 | Monthly High Perf. Zone

\*\*Results pulled January 30, 2017 for latest available Medicaid claims data for attributed members in DOH Medicaid data warehouse

# Community Based Organizations and Transformation

## Funding as of Year 2, Quarter 3



**124 CBO partners**  
providing Tier 1 services



**~\$6.1 Million**  
allocated in Year 2



**~\$1.2 Million**  
distributed

## DSRIP Participation

- + Of **7** clinical projects: **30%** of CBOs chose 1, **30%** chose 2, and **22%** chose 3+
- + **14 CBOs will host up to 28 patient focus groups** as part of **55-site** cultural competency assessment
- + **Performance and success barriers** followed closely to inform future support needs

## Strategic Advice & CBO Capacity Building

- + **4 CBO partners for advisory and direct services**
  - + Network build strategy
  - + Advice on future engagement efforts
  - + Direct CBO assistance for VBP readiness
- + **Supported Arthur Ashe Institute** in grant it earned to support smaller CBO partners

## Examples of Role in Social Services Integration

- + **Expansion of co-located medical-legal services** across hospitals and clinics
- + **Designing universal screening strategy** based upon lessons from 2-year HealthLeads partnership
- + **Software platform for social services referrals** between clinical and nonclinical partners (pilot expected 2Q 2017)

# Patient Outreach + Engagement

## Performance Summary

- + **New venues and collaborations**
  - + **Through Project 11**, coordination with City Hall efforts to enroll eligible uninsured
  - + **4** Consumer Advisory Workgroups
  - + **9** community workshops citywide in coordination with H+H, NY Immigration Coalition, and Community Resource Exchange
- + **Continued efforts through existing partner channels** in order to meet needs
- + **Additional, targeted efforts** will be informed by social services integration and population health strategies



Korean Community Services of Metropolitan New York

## “Project 11” To-Date

- + **Results from 38 community partners**
  - + **4,055 surveyed via PAM®**
  - + **31% connected to primary care**
  - + **45% connected to insurance enroller**
- + **~240 staff trained across network**
- + **Average 1<sup>st</sup> PAM® score: Level 3**
- + **300+ uninsured surveyed via CG-CAHPS**
- + **In Year 3, begin tracking outcomes of primary care and insurance referrals**

# Primary Care-Based Improvements

## Performance Summary

- + **1,000+** PCPs in **240** sites
- + **On-track** for PCMH commitments
  - + **49** achieved 2014 PCMH Level 3 recognition
  - + **150** sites pursuing recognition
    - + **52** sites with OneCity Health support
- + **Project performance improving** during Year 2
  - + **33 sites**, cardiovascular improvement
  - + **31 sites**, asthma improvement
  - + **28 sites**, palliative care integration
  - + **17+ sites**, IMPACT model
- + **Implementing sustainability strategies**
  - + **3 of 6 new H+H primary care sites operational in 2017** under City Hall plan
  - + **Pursuing longer-term quality and operational capacity building** for segment of community practices
  - + **2 PCMH learning collaboratives** and multiple primary care team trainings to-date



## Asthma Improvement in Pediatrics

- + **11 community health worker partners, ~60 staff trained in care model and care management software**
- + **29 primary care sites, ~200 clinical staff trained using PACE model**
- + **Home remediation by DOHMH**
- + **2 clinical coaches for continuous improvement**
- + **Focus is on improving acceptance rate for home services**
- + **Continuing with regional asthma coalition**

# Care Management

## Long-Term Efforts for Sustainability

- + Using **data analytics** to improve outreach and care delivery
  - + **Total-population risk stratification model is validated**, now in testing to generate patient lists
- + **Scaling up care management software platform** – currently ~2,300 users
- + Initiating new **primary-care based Health Home expansion** model
  - + **3 Health Home leads** matched with **~20 primary care sites** across community and H+H
- + **Spreading ED-based interventions from 6 to 12 sites** using lessons learned from CMMI grant
- + **Streamlining** existing care management program offerings for largest partner H+H

## 4 Lead Health Homes



## 30-Day Inpatient Transitions

- + In scale-up mode
- + 750 patients referred, 375 completed all 30 days
- + 2 hospitals in state's MAX improvement program
- + 4 partners providing 10 teams across medicine and behavioral health inpatient units in 1Q, 2017



# Behavioral Health Improvements

## Performance Summary

- + **5 H+H and 5 community partner sites in co-location pilots** - developing business and care models
- + **Building upon lessons learned from IMPACT** implementation at H+H
  - + H+H expanding collaborative care **to include substance abuse** with **6 sites** to be piloted in 1Q, 2017
  - + **~10 community partners** expected to begin IMPACT in in early 2017
- + Sustaining efforts to properly staff across needed roles
  - + Supporting **addiction counselor integration** into transition teams – **2 pilots underway** in ED setting
  - + **Peer workforce expansion planning** with City University of New York, City Hall, and others



PHOTO: Annie Ma

*OneCity Health and three other PPSs have pledged **~\$11.5 million** to address students' mental health problems across **100 New York City schools***



# Promoting Sustainability

## + At partner level,

- + **Training strategy design and execution** with Workforce Committee, strategic advisory services from 1199 TEF, and other stakeholders
- + To-date, **clinical planning done by frontline teams on-site** and via cross-partner clinical workgroups -- **~66** total DSRIP clinical trainings for **~1,000** staff
- + Through targeted support for each partner type, in Year 3 will **expand team-level capacity building for performance improvement**, including use of data to drive change
- + **VBP Readiness Assessment** on-track and educational planning scheduled

## + At total network level,


- + **Executing strategies for connectivity and analytics**
  - + Testing RHIO connectivity and data reporting with **4 community partners**
  - + **In 2-hospital pilot** for clinician-to-clinician secure messaging
  - + In diligence for **3<sup>rd</sup> party cloud-based EMR solution**
- + Continue **collaborations with city agencies and other PPSs** on behalf of shared patients to improve outcomes and utilization
  - + Shared care management platforms
  - + Data responsibly shared across city agencies (e.g. WorkerConnect, enrollment of eligible uninsured)

# Appendix

# OneCity Health CBO Partners with Tier 1 Services

Abbott House	Argus Community, Inc.	Brooklyn Perinatal Network System Level	City Health Works	East Harlem Council for Human Services, Inc /Boriken Neighborhood Health Center	Haitian Centers Council, Inc.	Korean Community Services of Metropolitan New York Inc. (KCS)
Acacia Network, Inc	Arthur Ashe Institute for Urban Health, INC	CABS Home Attendants Service, Inc.	Commission on the Public's Health System	Family Services Network of New York Inc.	Harlem United Community AIDS Center, Inc.	La Nueva Esperanza, Inc.
Academy of Medical & Public Health Services	Asthma Intervention and Relief Network, Inc.	CAMBA	Community Service Society of New York	Fedcap Rehabilitation Services, Inc	Health Leads	Lenox Hill Neighborhood House Inc.
ACMH, Inc.	Astor Services for Children & Families	Cardinal McCloskey Community Services (CMCS)	Comunilife, Inc.	Federation of Organizations for the NYS Mentally Disabled, Inc.	Health People, Inc.	Little Flower Children and Family Services of New York
Addicts Rehabilitation Center Fund, Inc.	Bedford Stuyvesant Restoration Corporation	Care For The Homeless	Concern for Independent Ilving, Inc	Forestdale	HELP/PSI Services Corporation d/b/a Brightpoint Health	Lott Community Home Health Care, Inc.
African Services Committee, Inc.	BestCare, Inc.	Caribbean Women's Health Association, Inc.	Coordinated Behavioral Care, Inc. dba CBC Health Home	Fort Green Strategic Action Partnership (SNAP)	Henry Street Settlement	LSA Family Health Service, Inc.
AIDS Service Center of Lower Manhattan Inc, dba ASCNYC	Beth Abraham Health Services	Catholic Charities Community Services, Beacon of Hope	Counseling Service of E.D.N.Y., Inc.	Fountain House	Interborough Developmental & Consultation Center, Inc.	Make the Road New York
American Lung Association of the Northeast	BOOM! Health	Catholic Health Care System DBA ArchCare	Diaspora Community Services (DCS)	God's Love We Deliver Inc.	Iris House, Inc.	Margaret Tietz Nursing and Rehabilitation Center
APICHA Community Health Center	Bronx Health Link	Center for Comprehensive Health Practice	Dominican Sisters Family Health Service, Inc.	Good Shepherd Services	Isabella	Mental Health Providers of Western Queens Inc.
Arab-American Family Support Center	BronxWorks	Children's Aid Society	EAC, Inc.	Goodwill Industries of Greater New York & Northern New Jersey, Inc.	Joseph P. Addabbo Family Health Center, Inc.	Metro Community Health Centers Inc.


Through DY2 Q3: 124 partners | \$1,240,888 total distributed | \$6,058,240 total allocated

 = Tier 1 CBO under DOH definition

# OneCity Health CBO Partners with Tier 1 Services

Metropolitan Jewish Health System (MJHS)	Parker Jewish Institute for Health Care and Rehabilitation	Rebekah Rehabilitation and Extended Care Center	St. Mary's Healthcare System for Children Inc.	The Lesbian, Gay, Bisexual & Transgender Community Center	Workmens Circle Multicare Center
National Association on Drug Abuse Problems, Inc. (NADAP)	Planned Parenthood of New York City, Inc.	Ridgewood Bushwick Senior Citizen Council (RBSCC)	START Treatment & Recovery Centers	The New York Immigration Coalition	YMCA of Greater New York
Neighborhood Self Help By Older Persons Project, Inc	Polonians Organized to Minister to Our Community, Inc.	Riverdale Mental Health Association	Sunnyside Home Care	The Osborne Association	Young Adult Institute (YAI)
New York City Department of Health and Mental Hygiene (Fund for Public Health in New York, Inc.)	Premier Home Health Care Services, Inc	Saint Dominic's Home	SUNY-University Eye Center	Transitional Services for New York, Inc. (TSINY)	Eugenio Maria De Hostos Community College
New York Foundation for Senior Citizens, Inc.	Promoting Specialized Care and Health (PSCH)	SCO	THE CARTER BURDEN CENTER FOR THE AGING	Union Settlement Association	
New York Legal Assistance Group, LegalHealth Division	Providence Rest	Shield of David, Inc.	The Child Center of NY, Inc.	University Settlement Society of New York	
Northern Manhattan Perinatal Partnership, Inc.	Public Health Solutions	Single Stop USA	The Children's Village	Upper Manhattan Mental Health Center, Inc.	
Northside Center for Child Development	Puerto Rican Family Institute, Inc.	South Asian Council for Social Services Inc.	The Floating Hospital	Urban Health Plan Inc.	
NYSARC Inc., New York Chapter	Queens Village Committee for Mental Health for J-CAP, Inc.	St. Christopher's Inn	The Fortune Society	Village Care of NY	
Odyssey House, Inc.	R.A.I.N Inc.	St. Mary's Center, Inc	The Institute for Family Health	Visiting Nurse Services of New York Home Care II d/b/a Visiting Nurse Service of New York Home Care	

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