



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

TABLE OF CONTENTS

Index.....	6
Section 01 - Budget.....	7
Module 1.1.....	7
Module 1.2.....	8
Module 1.3.....	10
Module 1.4.....	12
Module 1.5.....	14
Module 1.6.....	17
Module 1.7.....	18
Section 02 - Governance.....	19
Module 2.1.....	19
Module 2.2.....	33
Module 2.3.....	34
Module 2.4.....	34
Module 2.5.....	36
Module 2.6.....	37
Module 2.7.....	39
Module 2.8.....	39
Module 2.9.....	39
Section 03 - Financial Stability.....	41
Module 3.1.....	41
Module 3.2.....	49
Module 3.3.....	50
Module 3.4.....	50
Module 3.5.....	52
Module 3.6.....	53
Module 3.7.....	54
Module 3.8.....	54
Module 3.9.....	54
Section 04 - Cultural Competency & Health Literacy.....	55
Module 4.1.....	55
Module 4.2.....	62
Module 4.3.....	63
Module 4.4.....	63
Module 4.5.....	65
Module 4.6.....	66



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

Module 4.7.....	67
Module 4.8.....	67
Module 4.9.....	68
Section 05 - IT Systems and Processes.....	69
Module 5.1.....	69
Module 5.2.....	77
Module 5.3.....	78
Module 5.4.....	78
Module 5.5.....	80
Module 5.6.....	81
Module 5.7.....	82
Module 5.8.....	82
Section 06 - Performance Reporting.....	83
Module 6.1.....	83
Module 6.2.....	87
Module 6.3.....	88
Module 6.4.....	88
Module 6.5.....	89
Module 6.6.....	90
Module 6.7.....	91
Module 6.8.....	91
Module 6.9.....	91
Section 07 - Practitioner Engagement.....	93
Module 7.1.....	93
Module 7.2.....	98
Module 7.3.....	99
Module 7.4.....	99
Module 7.5.....	101
Module 7.6.....	102
Module 7.7.....	103
Module 7.8.....	103
Module 7.9.....	104
Section 08 - Population Health Management.....	105
Module 8.1.....	105
Module 8.2.....	109
Module 8.3.....	110
Module 8.4.....	110
Module 8.5.....	111



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Module 8.6.....	112
Module 8.7.....	113
Module 8.8.....	113
Module 8.9.....	114
Section 09 - Clinical Integration.....	115
Module 9.1.....	115
Module 9.2.....	120
Module 9.3.....	121
Module 9.4.....	122
Module 9.5.....	123
Module 9.6.....	124
Module 9.7.....	125
Module 9.8.....	125
Module 9.9.....	126
Section 10 - General Project Reporting.....	127
Module 10.1.....	127
Module 10.2.....	127
Module 10.3.....	129
Module 10.4.....	130
Module 10.5.....	132
Module 10.6.....	132
Module 10.7.....	133
Module 10.8.....	133
Section 11 - Workforce.....	134
Module 11.1.....	134
Module 11.2.....	135
Module 11.3.....	142
Module 11.4.....	143
Module 11.5.....	143
Module 11.6.....	144
Module 11.7.....	145
Module 11.8.....	146
Module 11.9.....	146
Module 11.10.....	146
Projects.....	147
Project 2.a.i.....	147
Module 2.a.i.1.....	147
Module 2.a.i.2.....	149



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Module 2.a.i.3.....	190
Module 2.a.i.4.....	191
Project 2.a.iii.....	192
Module 2.a.iii.1.....	192
Module 2.a.iii.2.....	193
Module 2.a.iii.3.....	194
Module 2.a.iii.4.....	225
Module 2.a.iii.5.....	226
Project 2.a.v.....	227
Module 2.a.v.1.....	227
Module 2.a.v.2.....	228
Module 2.a.v.3.....	229
Module 2.a.v.4.....	254
Module 2.a.v.5.....	255
Project 2.b.iii.....	256
Module 2.b.iii.1.....	256
Module 2.b.iii.2.....	257
Module 2.b.iii.3.....	258
Module 2.b.iii.4.....	281
Module 2.b.iii.5.....	282
Project 2.d.i.....	283
Module 2.d.i.1.....	283
Module 2.d.i.2.....	285
Module 2.d.i.3.....	286
Module 2.d.i.4.....	321
Module 2.d.i.5.....	322
Project 3.a.i.....	323
Module 3.a.i.1.....	323
Module 3.a.i.2.....	324
Module 3.a.i.3.....	325
Module 3.a.i.4.....	384
Module 3.a.i.5.....	385
Project 3.a.ii.....	386
Module 3.a.ii.1.....	386
Module 3.a.ii.2.....	387
Module 3.a.ii.3.....	388
Module 3.a.ii.4.....	427
Module 3.a.ii.5.....	428



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project 3.b.i.....	429
Module 3.b.i.1.....	429
Module 3.b.i.2.....	430
Module 3.b.i.3.....	431
Module 3.b.i.4.....	496
Module 3.b.i.5.....	497
Project 3.d.iii.....	498
Module 3.d.iii.1.....	498
Module 3.d.iii.2.....	499
Module 3.d.iii.3.....	500
Module 3.d.iii.4.....	522
Module 3.d.iii.5.....	523
Project 4.b.i.....	524
Module 4.b.i.1.....	524
Module 4.b.i.2.....	525
Module 4.b.i.3.....	530
Project 4.b.ii.....	531
Module 4.b.ii.1.....	531
Module 4.b.ii.2.....	532
Module 4.b.ii.3.....	536
Attestation.....	537
Status Log.....	538
Comments Log.....	539
Module Status.....	540
Sections Module Status.....	540
Projects Module Status.....	544
Review Status.....	546
Section Module / Milestone.....	546
Project Module / Milestone.....	549



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Quarterly Report - Implementation Plan for Albany Medical Center Hospital**

Year and Quarter: DY1, Q2

Quarterly Report Status: Adjudicated

**Status By Section**

Section	Description	Status
<a href="#">Section 01</a>	Budget	Completed
<a href="#">Section 02</a>	Governance	Completed
<a href="#">Section 03</a>	Financial Stability	Completed
<a href="#">Section 04</a>	Cultural Competency & Health Literacy	Completed
<a href="#">Section 05</a>	IT Systems and Processes	Completed
<a href="#">Section 06</a>	Performance Reporting	Completed
<a href="#">Section 07</a>	Practitioner Engagement	Completed
<a href="#">Section 08</a>	Population Health Management	Completed
<a href="#">Section 09</a>	Clinical Integration	Completed
<a href="#">Section 10</a>	General Project Reporting	Completed
<a href="#">Section 11</a>	Workforce	Completed

**Status By Project**

Project ID	Project Title	Status
<a href="#">2.a.i</a>	Create Integrated Delivery Systems that are focused on Evidence-Based Medicine / Population Health Management	Completed
<a href="#">2.a.iii</a>	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	Completed
<a href="#">2.a.v</a>	Create a medical village/alternative housing using existing nursing home infrastructure	Completed
<a href="#">2.b.iii</a>	ED care triage for at-risk populations	Completed
<a href="#">2.d.i</a>	Implementation of Patient Activation Activities to Engage, Educate and Integrate the uninsured and low/non-utilizing Medicaid populations into Community Based Care	Completed
<a href="#">3.a.i</a>	Integration of primary care and behavioral health services	Completed
<a href="#">3.a.ii</a>	Behavioral health community crisis stabilization services	Completed
<a href="#">3.b.i</a>	Evidence-based strategies for disease management in high risk/affected populations (adult only)	Completed
<a href="#">3.d.iii</a>	Implementation of evidence-based medicine guidelines for asthma management	Completed
<a href="#">4.b.i</a>	Promote tobacco use cessation, especially among low SES populations and those with poor mental health.	Completed
<a href="#">4.b.ii</a>	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)	Completed



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 01 – Budget**

IPQR Module 1.1 - PPS Budget Report (Baseline)

**Instructions :**

This table contains five budget categories. Please add rows to this table as necessary in order to add your own sub-categories. The budget categories used in this table should reflect the budget categories you used in your application. If budget entered varies from PPS application or previous implementation plan submission, please describe changes and justifications in the box provided.

Budget Items	DY1 (\$)	DY2 (\$)	DY3 (\$)	DY4 (\$)	DY5 (\$)	Total (\$)
Waiver Revenue	21,215,367	22,608,608	36,560,957	32,374,588	21,215,367	133,974,888
Cost of Project Implementation & Administration	0	0	0	0	0	0
Revenue Loss	228,293	4,749,142	9,502,571	8,415,767	4,880,973	27,776,746
Internal PPS Provider Bonus Payments	4,244,324	5,653,740	10,964,505	11,328,917	8,488,649	40,680,135
Cost of non-covered services	3,183,243	3,392,244	5,482,252	4,855,250	3,183,243	20,096,232
Other	2,115,907	2,255,143	3,667,442	3,243,088	2,115,907	13,397,487
Contingency	2,115,907	2,255,143	3,667,442	3,243,088	2,115,907	13,397,487
<b>Total Expenditures</b>	<b>9,771,767</b>	<b>16,050,269</b>	<b>29,616,770</b>	<b>27,843,022</b>	<b>18,668,772</b>	<b>101,950,600</b>
<b>Undistributed Revenue</b>	<b>11,443,600</b>	<b>6,558,339</b>	<b>6,944,187</b>	<b>4,531,566</b>	<b>2,546,595</b>	<b>32,024,288</b>

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
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**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Pass & Complete	



**New York State Department Of Health  
 Delivery System Reform Incentive Payment Project  
 DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 1.2 - PPS Budget Report (Quarterly)**

**Instructions :**

Please include updates on budget items for this quarterly reporting period. Reported actual spending will be compared to baseline projections and deviations will be evaluated. Any explanations regarding deviations from baseline projections must be included within the textbox, not as narrative within uploaded documentation.

**Benchmarks**

Waiver Revenue DY1	Total Waiver Revenue	Undistributed Revenue YTD	Undistributed Revenue Total
21,215,367	133,974,888	21,215,367	133,974,888

Budget Items	Quarterly Amount - Update		Remaining Balance in Current DY	Percent Remaining in Current DY	Cumulative Remaining Balance	Percent Remaining of Cumulative Balance
	DY1, Q1 (\$)	DY1, Q2 (\$)				
Cost of Project Implementation & Administration	0	0	0		0	
Revenue Loss	0	0	228,293	100.00%	27,776,746	100.00%
Internal PPS Provider Bonus Payments	0	0	4,244,324	100.00%	40,680,135	100.00%
Cost of non-covered services	0	0	3,183,243	100.00%	20,096,232	100.00%
Other	0	0	2,115,907	100.00%	13,397,487	100.00%
Contingency	0	0				
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>				

**Current File Uploads**

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**Narrative Text :**





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Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Module Review Status**

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project  
DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 1.3 - PPS Flow of Funds (Baseline)**

**Instructions :**

In the table below, please detail your PPS's projected flow of DSRIP funds for the next five years, splitting out the flow of funds by provider type. The provider types match the categories used for the Speed & Scale portion of your Project Plan Application.

- This table requires your funds flow projections on an annual basis. Subsequent quarterly reports will require you to submit your actual distribution of funds to these provider categories on a quarterly basis.
- These quarterly submissions of actual funds distribution will ultimately be required at the provider level (as opposed to the provider type level required here)

Funds Flow Items	DY1 (\$)	DY2 (\$)	DY3 (\$)	DY4 (\$)	DY5 (\$)	Total (\$)
<b>Waiver Revenue</b>	21,215,367.08	22,608,608.45	36,560,957.30	32,374,588.14	21,215,367.08	133,974,888
Practitioner - Primary Care Provider (PCP)	1,828,146	1,911,787	3,266,093	2,944,636	2,005,713	11,956,375
Practitioner - Non-Primary Care Provider (PCP)	1,080,373	1,135,888	1,910,482	1,714,050	1,155,614	6,996,407
Hospital	2,579,392	6,787,572	12,914,858	11,499,586	7,023,778	40,805,186
Clinic	1,977,469	2,285,139	3,963,835	3,563,459	2,380,873	14,170,775
Case Management / Health Home	1,593,551	1,668,367	2,840,804	2,558,570	1,739,015	10,400,307
Mental Health	1,410,273	1,478,196	2,508,546	2,256,956	1,530,658	9,184,629
Substance Abuse	1,043,718	1,097,854	1,844,030	1,653,728	1,113,942	6,753,272
Nursing Home	428,291	453,327	747,580	666,493	443,339	2,739,030
Pharmacy	58,649	60,855	106,322	96,516	66,674	389,016
Hospice	0	0	0	0	0	0
Community Based Organizations	809,123	854,434	1,418,740	1,267,662	847,244	5,197,203
All Other	6,518,768	5,107,691	7,219,961	4,470,360	2,065,907	25,382,687
<b>Total Funds Distributed</b>	<b>19,327,753.00</b>	<b>22,841,110.00</b>	<b>38,741,251.00</b>	<b>32,692,016.00</b>	<b>20,372,757.00</b>	<b>133,974,887</b>
<b>Undistributed Revenue</b>	<b>1,887,614.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>842,610.08</b>	<b>1</b>

**Current File Uploads**

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**Narrative Text :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Module Review Status**

Review Status	IA Formal Comments
Pass & Complete	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 1.4 - PPS Flow of Funds (Quarterly)**

**Instructions :**

Please include updates on flow of funds for this quarterly reporting period. Reported actual fund distribution will be compared to baseline projections and deviations will be evaluated. Any explanations regarding deviations from baseline projections must be included within the textbox, not as narrative within uploaded documentation.

**Benchmarks**

Waiver Revenue DY1	Total Waiver Revenue	Undistributed Revenue YTD	Undistributed Revenue Total
21,215,367	133,974,888	21,215,367	133,974,888

Funds Flow Items	Quarterly Amount - Update		Percent Spent By Project											DY Adjusted Difference	Cumulative Difference
			Projects Selected By PPS												
	DY1 Q1	DY1 Q2	2.a.i	2.a.iii	2.a.v	2.b.iii	2.d.i	3.a.i	3.a.ii	3.b.i	3.d.iii	4.b.i	4.b.ii		
Practitioner - Primary Care Provider (PCP)	0	0	0	0	0	0	0	0	0	0	0	0	0	1,828,146	11,956,375
Practitioner - Non-Primary Care Provider (PCP)	0	0	0	0	0	0	0	0	0	0	0	0	0	1,080,373	6,996,407
Hospital	0	0	0	0	0	0	0	0	0	0	0	0	0	2,579,392	40,805,186
Clinic	0	0	0	0	0	0	0	0	0	0	0	0	0	1,977,469	14,170,775
Case Management / Health Home	0	0	0	0	0	0	0	0	0	0	0	0	0	1,593,551	10,400,307
Mental Health	0	0	0	0	0	0	0	0	0	0	0	0	0	1,410,273	9,184,629
Substance Abuse	0	0	0	0	0	0	0	0	0	0	0	0	0	1,043,718	6,753,272
Nursing Home	0	0	0	0	0	0	0	0	0	0	0	0	0	428,291	2,739,030
Pharmacy	0	0	0	0	0	0	0	0	0	0	0	0	0	58,649	389,016
Hospice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Based Organizations	0	0	0	0	0	0	0	0	0	0	0	0	0	809,123	5,197,203
All Other	0	0	0	0	0	0	0	0	0	0	0	0	0	6,518,768	25,382,687
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>													

**Current File Uploads**

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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✔ IPQR Module 1.5 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline target dates and work breakdown tasks with target dates for required milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement. <br>Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Complete funds flow budget and distribution plan and communicate with network	In Progress	Funds Flow Budget and Distribution Plan, signed off by your Finance Committee, including details of your approach to funds flow on a whole-PPS and project-by-project basis; evidence of involvement of provider network in developing funds flow methodology.	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4	YES
<b>Task</b> 1. AMCH PPS Board will appoint a finance committee including financially competent representation from a cross section of the PPS.	Completed	1. AMCH PPS Board will appoint a finance committee including financially competent representation from a cross section of the PPS.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	
<b>Task</b> 2. The finance committee will review the budget developed during the planning stages to ensure DY1 budget is appropriate for the needs of the provider network.	Completed	2. The finance committee will review the budget developed during the planning stages to ensure DY1 budget is appropriate for the needs of the provider network.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. The finance committee will develop a set of Guiding Principles that will govern the funds flow, budget, and distribution plan. These guiding principles will be approved by the PAC Executive Committee, and the AMC PPS Board.	Completed	3. The finance committee will develop a set of Guiding Principles that will govern the funds flow, budget, and distribution plan. These guiding principles will be approved by the PAC Executive Committee, and the AMC PPS Board.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. The PMO will develop a timeline to guide the work of the Finance Committee.	Completed	4. The PMO will develop a timeline to guide the work of the Finance Committee.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 5. Consistent with the timeline and the guiding principles approved by the PPS Board, the finance committee will develop project specific funds flow models prior to the distribution of	Completed	5. Consistent with the timeline and the guiding principles approved by the PPS Board, the finance committee will develop project specific funds flow models prior to the distribution of funds to the PPS Providers.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
funds to the PPS Providers.									
<b>Task</b> 6. The PPS Board will approve each project specific funds flow model, as well as plans for the budgeted cost of services determined to be centralized either through the PPS PMO or specific vendors such as IT Solutions with broad application across multiple projects and throughout the PPS.	In Progress	6. The PPS Board will approve each project specific funds flow model, as well as plans for the budgeted cost of services determined to be centralized either through the PPS PMO or specific vendors such as IT Solutions with broad application across multiple projects and throughout the PPS.	09/01/2015	12/30/2015	09/01/2015	12/30/2015	12/31/2015	DY1 Q3	
<b>Task</b> 7. The Finance Committee will review and update the budget at least quarterly and as needed.	In Progress	7. The Finance Committee will review and update the budget at least quarterly and as needed.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 8. The PPS PMO will communicate the funds flow budget and distribution plan as well as any changes to the budget and plan to the PPS at the monthly PPS meetings and through other means.	In Progress	8. The PPS PMO will communicate the funds flow budget and distribution plan as well as any changes to the budget and plan to the PPS at the monthly PPS meetings and through other means.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Complete funds flow budget and distribution plan and communicate with network	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	





**New York State Department Of Health  
 Delivery System Reform Incentive Payment Project  
 DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 1.6 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 1.7 - IA Monitoring**

**Instructions :**

The IA has added guidance to modules 1,2,3, and 4.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 02 – Governance**

**✓ IPQR Module 2.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation. Note some milestones include minimum expected completion dates.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Finalize governance structure and sub-committee structure	Completed	This milestone must be completed by 9/30/2015. Governance and committee structure, signed off by PPS Board.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	YES
<b>Task</b> 1. The AMCH Board of Governors (AMCH Board), as the Board of the PPS Lead, will approve the members of the AMCH Executive Steering Committee (PPS Board), which will report to the AMCH Board. The PPS Board will approve the charters for the standing committees for the AMCH PPS. The PAC Executive Committee will approve the PAC's operating guidelines and principles.	Completed	1. The AMCH Board of Governors (AMCH Board), as the Board of the PPS Lead, will approve the members of the AMCH Executive Steering Committee (PPS Board), which will report to the AMCH Board. The PPS Board will approve the charters for the standing committees for the AMCH PPS. The PAC Executive Committee will approve the PAC's operating guidelines and principles.  The Collaborative Contracting model is currently in place where each partner participating in the PPS will have a contract with the AMCH PPS stipulating the roles and responsibilities. As the Lead Entity, AMCH retains ultimate decision making authority and is the contract partner for the State and the partners represented in the PAC. Thus, governance is coordinated and carried out through the joint efforts of AMCH and the PAC through a clearly defined committee structure.  The PPS may evolve to a Delegated Model where the partners join together and delegate key responsibilities for PPS Governance to a newly created legal entity (NewCo) where the governing structure of Newco would directly oversee all aspects of Finance, Clinical, IT, and compliance governance with accountability to an Executive Governance Body representative of the partners. (If the PPS evolves to a	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
		Delegated Model and there is a later-formed Newco, the governing body of Newco will assume responsibility for implementation of these identified steps outlined by AMCH in this implementation plan.)							
<b>Task</b> 2. AMCH will ensure adequacy of regional and key stakeholder participation.	Completed	2. AMCH will ensure adequacy of regional and key stakeholder participation and will create a list of nominees to serve as elected members of the PAC's Executive Committee.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. Election of members of PAC Executive Committee.	Completed	3. With the approval of the PPS Board and the voting members of the PAC, the PAC will elect members to the PAC Executive Committee in a manner that reflects a balance of the types of providers and geographic regions in the PPS. The PAC Executive Committee will elect its own chair who will provide leadership and help coordinate the activities of the committee.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. Establishment of subcommittees.	Completed	4. The PAC Executive Committee will seek representation of a diverse group of participating providers, with necessary expertise for the AMCH PPS committees that will oversee PPS activities. The following Committees will be established; Clinical and Quality Affairs, Finance, Audit and Compliance, Technology and Data Management, Consumer and Community Affairs, Cultural Competency and Health Literacy and the Workforce Coordinating Council. The Chair of each of the committees also serves on the PAC Executive Committee as a non-voting member. The PPS Board will approve the charters and members for each Committee, based on recommendations of the PAC Executive Committee.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Milestone #2</b> Establish a clinical governance structure, including clinical quality committees for each DSRIP project	In Progress	This milestone must be completed by 12/31/2015. Clinical Quality Committee charter and committee structure chart	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
<b>Task</b> 2. The Clinical and Quality Affairs Committee may elect to create sub-committees for the projects selected.	Completed	2. The Clinical and Quality Affairs Committee may elect to create sub-committees for the projects selected. Since there are interdependencies between projects, the Committee may elect to manage all of the projects as a single committee with support from AMCH's Project Management Office (PMO). The	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
		PMO will also play an important role in managing and integrating clinical and quality issues in support of the mission of this committee. The Clinical and Quality Affairs Committee will be populated by licensed medical personnel and other individuals with expertise in data analytics and quality improvement, representatives of the geographic area served and the participating providers, and will have oversight responsibility for provider engagement, clinical protocol development, identification or development of quality metrics and performance incentives and standards, initial assessment of quality performance by PPS providers and the PPS, including review of RCE data, quality management and reporting, and related clinical activities. Its membership will include clinicians participating in the PPS's selected projects. It will report its findings and recommendations for adoption of quality metrics, performance incentives and standards and quality reporting to the PPS Board.							
<b>Task</b> 3. The Clinical and Quality Affairs Committee will develop detailed work plans for each project by identifying action steps needed, resources required and timelines for completion, etc.	Completed	3. The Clinical and Quality Affairs Committee will develop detailed work plans for each project by identifying action steps needed, resources required and timelines for completion, etc. Particular emphasis will be placed on operational and/or procedural changes required at clinical sites to integrate care management protocols, data collection, and quality improvement using PDSA cycles. Work plans will be provided to the PPS Board for review and approval.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. Working with our PPS partner organizations and potentially also in collaboration with other neighboring PPSs, the Clinical and Quality Affairs Committee will identify or develop best practice guidelines and evidence-based protocols for all projects, where necessary and appropriate and recommend such protocols and guidelines to the PPS Board for adoption.	Completed	4. Working with our PPS partner organizations and potentially also in collaboration with other neighboring PPSs, the Clinical and Quality Affairs Committee will identify or develop best practice guidelines and evidence-based protocols for all projects, where necessary and appropriate and recommend such protocols and guidelines to the PPS Board for adoption. The Clinical and Quality Affairs Committee will work closely with the governing boards and medical staff of the PPS partner organizations to encourage and facilitate the adoption of these PPS guidelines and protocols by participating provider organizations.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Task</b> 5. With the support of the PMO, the Chair of the Clinical and Quality Affairs Committee will develop the charge for any sub-committees and a calendar of meetings of the committees as warranted.	Completed	5. With the support of the PMO, the Chair of the Clinical and Quality Affairs Committee will develop the charge for any sub-committees and a calendar of meetings of the committees as warranted. Meetings will be based on a frequency needed to accomplish the work plan and goals of the committee and will allow for both web-based and face-to-face participation.	07/01/2015	09/30/2015	09/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 6. The Clinical and Quality Affairs Committee, in collaboration with the PAC Executive Committee and the other 6 committees as necessary, will develop and implement methods to capture baseline information as well as on-going data to support metric evaluation and milestone reporting for each project over the duration of DSRIP.	Completed	6. The Clinical and Quality Affairs Committee, in collaboration with the PAC Executive Committee and the other 6 committees as necessary, will develop and implement methods to capture baseline information as well as on-going data to support metric evaluation and milestone reporting for each project over the duration of DSRIP. The Clinical and Quality Affairs Committee will develop dashboards of quality data for purposes of governance oversight and reporting to the PPS and AMCH Board.	09/01/2015	09/30/2015	09/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 7. Draft workplans and best practice guidelines for each subcommittee will be finalized and approved by the CQAC.	In Progress	7. Draft workplans and best practice guidelines for each subcommittee will be finalized and approved by the CQAC.	09/01/2015	09/30/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 1. The PAC will adopt a detailed charge for the Clinical and Quality Affairs Committee.	Completed	1. The PAC will adopt a detailed charge for the Clinical and Quality Affairs Committee, which will be submitted for review and approval to the full PAC membership and the PPS Board.			07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Milestone #3</b> Finalize bylaws and policies or Committee Guidelines where applicable	Completed	This milestone must be completed by 9/30/2015. Upload of bylaws and policies document or committee guidelines.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	YES
<b>Task</b> 1. The PAC's Charter and operating policies and procedures (PAC Governing Documents) required to efficiently organize and operate the PAC with a clearly defined governance structure will be finalized by the PAC Executive Committee and approved by the PPS Board.	Completed	1. The PAC's Charter and operating policies and procedures (PAC Governing Documents) required to efficiently organize and operate the PAC with a clearly defined governance structure will be finalized by the PAC Executive Committee and approved by the PPS Board.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	
<b>Task</b> 2. Following PPS Board approval of the governance structure, committee charters for PPS Committees and the PAC Governance Documents, the PAC Executive Committee will adopt policies and procedures needed to effectively manage, through a shared governance structure, the activities of the	Completed	2. Following PPS Board approval of the governance structure, committee charters for PPS Committees and the PAC Governance Documents, the PAC Executive Committee will adopt policies and procedures needed to effectively manage, through a shared governance structure, the activities of the	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
adopt policies and procedures needed to effectively manage, through a shared governance structure.		participating provider network, including financial management, compliance, data collection, reporting and analysis and other activities required in the implementation plan. Policies and procedures relating to financial management, compliance, data reporting and collection and other key areas of implementation will be submitted for review and approval to the respective governance committee and the PPS Board.							
<b>Task</b> 3. The PAC Executive Committee will develop dispute resolution procedures.	Completed	3. The PAC Executive Committee will develop dispute resolution procedures that will be reviewed and approved by the PPS Board.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. The PAC will adopt policies and procedures to address non-or under-performing partner organizations, which will be approved by the PPS Board.	Completed	4. The PAC will adopt policies and procedures to address non-or under-performing partner organizations, which will be approved by the PPS Board. Contracts with PPS participating partners and project protocols will clearly articulate expectations of participation in the PPS and obligations in all critical areas, as well as consequences associated with under- or non-performance, per the scope of services and required elements of participation in the PPS.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 5. The Audit and Compliance Committee will adopt a Code of Conduct and Compliance Plan and policies (Compliance Documents).	Completed	5. The Audit and Compliance Committee will adopt a Code of Conduct and Compliance Plan and policies (Compliance Documents) that will incorporate the required elements of a compliance program in accordance with NYS Social Services Law Section 363-d, and will require all PPS partner organizations and individual participating providers to adhere to the requirements of the PPS Compliance Program. The Compliance Documents will be submitted to the PPS Board and the AMCH Board of Governors for review and approval.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Milestone #4</b> Establish governance structure reporting and monitoring processes	In Progress	This milestone must be completed by 12/31/2015. Governance and committee structure document, including description of two-way reporting processes and governance monitoring processes	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
<b>Task</b> 1. The PAC Executive Committee will generate data reporting templates to the PAC for two-way feedback and monitoring processes with	In Progress	1. The PAC Executive Committee will generate data reporting templates to the PAC for two-way feedback and monitoring processes with reporting of all data regarding PPS and partner organization performance to the respective	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
reporting of all data regarding PPS and partner organization performance to the respective governance committee and to the PPS Board.		governance committee and to the PPS Board.							
<b>Task</b> 2. The PAC Executive Committee, in consultation with other PAC Committees, as necessary, and with assistance from the PMO, will develop dashboard reporting for each project. Dashboards will be used for improvement and accountability to communicate information to PPS providers, CBOs, and to governance.	In Progress	2. The PAC Executive Committee, in consultation with other PAC Committees, as necessary, and with assistance from the PMO, will develop dashboard reporting for each project. Dashboards will be used for improvement and accountability to communicate information to PPS providers, CBOs, and to governance.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. The dashboard reports will use key project metrics to assess work-stream progress consistent with the details in this implementation plan. These metrics will include clinical, financial, human resource, information management, training and other essential variables of performance.	In Progress	3. The dashboard reports will use key project metrics to assess work-stream progress consistent with the details in this implementation plan. These metrics will include clinical, financial, human resource, information management, training and other essential variables of performance.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. AMCH will develop tools for collecting and reporting data from all participating providers.	In Progress	4. AMCH will develop tools for collecting and reporting data from all participating providers.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 5. AMCH will require all participating providers including CBOs to use the tools developed for collecting and reporting data.	In Progress	5. AMCH will require all participating providers including CBOs to use the tools developed for collecting and reporting data.	12/15/2015	12/31/2015	12/15/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Milestone #5</b> Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	Completed	Community engagement plan, including plans for two-way communication with stakeholders.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	NO
<b>Task</b> 1. AMCH PPS PMO will utilize the Community Needs Assessment (CNA) and other sources, to identify hot spot areas across the 5 county service area to be included in the Community Engagement Plan (CEP). This plan will require the	Completed	1. AMCH PPS PMO will utilize the Community Needs Assessment (CNA) and other sources, to identify hot spot areas across the 5 county service area to be included in the Community Engagement Plan (CEP). This plan will require the PMO to conduct specific community engagement activities such as health forums, focus groups and other health related	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
PMO to conduct specific community engagement activities such as health forums, focus groups and other health related community events as may be necessary.		community events as may be necessary.							
<b>Task</b> 2. AMCH PPS PMO will collaborate with the Consumer and Community Affairs Committee (CCAC) and public and non-provider organizations to identify high visibility locations where community engagement activities would be beneficial. A master calendar will be developed each quarter identifying various engagement activities. This calendar will be made available to the PAC and the public through AMCH's web portal in subsequent quarters.	Completed	2. AMCH PPS PMO will collaborate with the Consumer and Community Affairs Committee (CCAC) and public and non-provider organizations to identify high visibility locations where community engagement activities would be beneficial. A master calendar will be developed each quarter identifying various engagement activities. This calendar will be made available to the PAC and the public through AMCH's web portal in subsequent quarters.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. As part of the Community Engagement Plan (CEP), the AMCH PPS PMO will develop a communication plan utilizing print, electronic, and voice modalities to enhance collaboration and communication among and between public and non-provider organizations and other stakeholders to establish open and transparent two-way communication.	Completed	3. As part of the Community Engagement Plan (CEP), the AMCH PPS PMO will develop a communication plan utilizing print, electronic, and voice modalities to enhance collaboration and communication among and between public and non-provider organizations and other stakeholders to establish open and transparent two-way communication.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. Under the direction of the CCAC, actively participate in CORESTAT and other community revitalization efforts to communicate what the PPS is doing and coordinate ongoing outreach activities to encourage participation.	Completed	4. Under the direction of the CCAC, actively participate in CORESTAT and other community revitalization efforts to communicate what the PPS is doing and coordinate ongoing outreach activities to encourage participation.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 5. Under the direction of the CCAC, continue to recruit and engage consumer and community participation in activities consistent with the approved community engagement plan.	Completed	5. Under the direction of the CCAC, continue to recruit and engage consumer and community participation in activities consistent with the approved community engagement plan.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b>	Completed	6. AMCH PPS PMO will present the CEP to the PAC	09/01/2015	09/30/2015	09/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
6. AMCH PPS PMO will present the CEP to the PAC Executive Committee for final approval.		Executive Committee for final approval.							
<b>Milestone #6</b> Finalize partnership agreements or contracts with CBOs	In Progress	Signed CBO partnership agreements or contracts.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	NO
<b>Task</b> 1. Develop and execute partnership agreements with key CBOs in strategic locations throughout the 5 county service area.	In Progress	1. Under the direction of the Consumer and Community Affairs Committee, develop and execute, partnership agreements with key CBOs in strategic locations throughout the 5 county service area.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. Continue targeted outreach to strategic CBO partners to encourage active engagement and participation in the committees of the PAC.	In Progress	2. Under the direction of the Consumer and Community Affairs Committee, continue targeted outreach to strategic CBO partners to encourage active engagement and participation in the committees of the PAC.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Milestone #7</b> Finalize agency coordination plan aimed at engaging appropriate public sector agencies at state and local levels (e.g. local departments of health and mental hygiene, Social Services, Corrections, etc.)	In Progress	Agency Coordination Plan.	11/01/2015	06/30/2016	11/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
<b>Task</b> 1. The PMO will develop an agency coordination plan in collaboration with the CCAC, WCC, and CQAC. This plan will identify explicit ways that State and Local Public Sector agencies will be engaged in the activities of DSRIP as it continues to evolve. The coordination plan will be presented to the PAC Executive Committee for approval.	In Progress	1. The PMO will develop an agency coordination plan in collaboration with the CCAC, WCC, and CQAC. This plan will identify explicit ways that State and Local Public Sector agencies will be engaged in the activities of DSRIP as it continues to evolve. The coordination plan will be presented to the PAC Executive Committee for approval.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. Consistent with the approved coordination plan, the PMO will recruit participants from the various public sector agencies in coordination with municipal authorities, CORESTAT and SHIP.	In Progress	2. Consistent with the approved coordination plan, the PMO will recruit participants from the various public sector agencies in coordination with municipal authorities, CORESTAT and SHIP.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 3. The PAC Executive Committee will develop an action plan for coordinating public sector agency	In Progress	3. The PAC Executive Committee will develop an action plan for coordinating public sector agency activities with the detailed coordination plan of the PPS for discussion, review,	05/01/2016	06/30/2016	05/01/2016	06/30/2016	06/30/2016	DY2 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
activities with the detailed coordination plan of the PPS for discussion, review, and adoption by the Agencies and Municipal Authorities, as necessary and appropriate. Meetings and communication will be documented as evidence of involvement and active participation of all key stakeholders.		and adoption by the Agencies and Municipal Authorities, as necessary and appropriate. Meetings and communication will be documented as evidence of involvement and active participation of all key stakeholders.							
<b>Milestone #8</b> Finalize workforce communication and engagement plan	In Progress	Workforce communication & engagement plan, including plans for two-way communication with all levels of the workforce, signed off by PPS workforce governance body (e.g. workforce transformation committee).	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. The PMO will complete an assessment of key stakeholder groups to evaluate their current commitment and the level of commitment required from them for projects to succeed.	Completed	1. The PMO will complete an assessment of key stakeholder groups to evaluate their current commitment and the level of commitment required from them for projects to succeed. This assessment will be conducted as a survey.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. The PMO will analyze the communication needs and required key messages by audience group, as well as the available communication channels that can be utilized for stakeholder engagement.	Completed	2. The PMO will analyze the communication needs and required key messages by audience group, as well as the available communication channels that can be utilized for stakeholder engagement. This will build on the initial communication plan developed by the PAC in November 2014.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. The PMO in collaboration with the Workforce Coordinating Council which includes labor, worker, and other key partner representation, will develop a strategy to communicate and engage the workforce.	In Progress	3. The PMO in collaboration with the Workforce Coordinating Council which includes labor, worker, and other key partner representation, will develop a strategy to communicate and engage the workforce. This strategy will establish the vision, objectives and guiding principles as a means to engage key stakeholders, signed off by the PAC Executive Committee.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. The PMO and Workforce Coordinating Council will develop a communication and engagement plan.	In Progress	4. The PMO and Workforce Coordinating Council will develop a communication and engagement plan, which will include objectives, principles, target audience, channel, barriers and risks, milestones, and effectiveness measurements. The communication and engagement plan will be approved by the PAC's Executive Committee.	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Milestone #9</b> Inclusion of CBOs in PPS Implementation.	In Progress	Explain your plans for contracting with CBOs and their continuing role as your PPS develops over time; detail how	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4	NO



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
		many CBOs you will be contracting with and by when; explain how they will be included in project delivery and in the development of your PPS network.							
<p><b>Task</b> The five county regional area served by our PPS includes many CBOs. There is a rich history of community mobilization and empowerment, with grass roots organizations emerging to address the myriad of social, economic and other issues faced in our communities. Some, like Equinox, the AIDS Council of NENY and the Trinity Alliance of the Capital Region, Inc. are large and sophisticated, with numerous services at various sites. Others, like the Albany Damien Center and Caregivers Inc., are small with more limited services and focus. We have a catalogue of existing CBOs that was generated by our community needs assessment. In addition, many other CBOs have joined our PPS, and additional providers will be recruited and encouraged to participate. As the detailed implementation plan roles out and we continue to have community forums and focus groups, we will identify additional community stakeholders with whom we may contract. We recognize that these organizations have a unique ability to reach the uninsured and high utilizing Medicaid beneficiaries in ways that the bigger health institutions cannot. We expect to enter into contracts with Equinox, Alliance for Positive Health, Catholic Charities, the Interfaith Partnership for the Homeless, Senior Services of Albany and several others not yet identified. These organizations will be critical to several of our projects, including 2.d.i., 2.a.iii, 2.b.iii, and 3.a.ii. This process will evolve as we move</p>	In Progress	<p>The five county regional area served by our PPS includes many CBOs. There is a rich history of community mobilization and empowerment, with grass roots organizations emerging to address the myriad of social, economic and other issues faced in our communities. Some, like Equinox, the AIDS Council of NENY and the Trinity Alliance of the Capital Region, Inc. are large and sophisticated, with numerous services at various sites. Others, like the Albany Damien Center and Caregivers Inc., are small with more limited services and focus. We have a catalogue of existing CBOs that was generated by our community needs assessment. In addition, many other CBOs have joined our PPS, and additional providers will be recruited and encouraged to participate. As the detailed implementation plan roles out and we continue to have community forums and focus groups, we will identify additional community stakeholders with whom we may contract. We recognize that these organizations have a unique ability to reach the uninsured and high utilizing Medicaid beneficiaries in ways that the bigger health institutions cannot. We expect to enter into contracts with Equinox, Alliance for Positive Health, Catholic Charities, the Interfaith Partnership for the Homeless, Senior Services of Albany and several others not yet identified. These organizations will be critical to several of our projects, including 2.d.i., 2.a.iii, 2.b.iii, and 3.a.ii. This process will evolve as we move through stages of implementation and our detailed project work plans. We expect that most contracts will be executed by DY2, Q4.</p>	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
through stages of implementation and our detailed project work plans. We expect that most contracts will be executed by DY2, Q4.									

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize governance structure and sub-committee structure	mcintyc	Meeting Materials	1_MDL0203_1_2_20151215103839_Committees_Roster_v3_12.2.2015.xlsx	AMCH PPS Committee Roster_Updated per remediation	12/15/2015 10:38 AM
	mcintyc	Meeting Materials	1_MDL0203_1_2_20151030135838_Committees Roster v2.xlsx	AMCH PPS Committee Roster	10/30/2015 01:58 PM
	mcintyc	Meeting Materials	1_MDL0203_1_2_20151029152018_AMCH PPS Governance Meeting Template.xlsx	Governance Meeting Template	10/29/2015 03:20 PM
	mcintyc	Meeting Materials	1_MDL0203_1_2_20151028101720_PAC Charter.docx	PAC Charter	10/28/2015 10:17 AM
	mcintyc	Meeting Materials	1_MDL0203_1_2_20151028101653_Meeting Schedule.xlsx	Meeting Schedule Template	10/28/2015 10:16 AM
	mcintyc	Documentation/Certification	1_MDL0203_1_2_20151028101618_DSRIP PPS Organizational chart.docx	PPS Org Chart	10/28/2015 10:16 AM
	mcintyc	Documentation/Certification	1_MDL0203_1_2_20151028101546_DSRIP PMO Organizational chart.doc	Project Management Office Org Chart	10/28/2015 10:15 AM
	mcintyc	Meeting Materials	1_MDL0203_1_2_20151028101452_Committee Mission Statements.docx	Committee Charter	10/28/2015 10:14 AM
	mcintyc	Documentation/Certification	1_MDL0203_1_2_20151028101133_Approval of all Committees, Membership, Charters.pdf	PPS Board Approval	10/28/2015 10:11 AM
Finalize bylaws and policies or Committee Guidelines where applicable	mcintyc	Policies/Procedures	1_MDL0203_1_2_20151028102657_PAC Operating Principles and Procedures.docx	Operating Principles and Procedures	10/28/2015 10:26 AM
	mcintyc	Policies/Procedures	1_MDL0203_1_2_20151028102533_NewCo Bylaws.DOC	Bylaws	10/28/2015 10:25 AM



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	mcintyc	Policies/Procedures	1_MDL0203_1_2_20151215104341_DSRIP_CEP_FINAL_IA_FEEDBACK_20151202.docx	AMCH PPS Community Engagement Plan_Updated per remediation	12/15/2015 10:43 AM
	mcintyc	Meeting Materials	1_MDL0203_1_2_20151029152511_AMCH PPS Community Engagement Meeting Template.xlsx	AMCH PPS Community Engagement Template	10/29/2015 03:25 PM
	mcintyc	Documentation/Certification	1_MDL0203_1_2_20151029152230_DSRIP CEP FINAL 20150924.docx	AMCH PPS Community Engagement Plan	10/29/2015 03:22 PM

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Finalize governance structure and sub-committee structure	<p>AMCH created its governance and committee structure in December 2014. Operating Principles and Guidelines and a formal Charter for the PAC were adopted by the PAC at a meeting of formation on September 29, 2014. Subsequently, in December 2014, the AMC Board of Directors adopted a formal resolution approving the creation of the AMCH Executive Steering Committee, which was given delegated responsibility and authority by the Board to approve various governing documents, such as the PAC's committee mission statements, membership rosters and charters. The AMCH Executive Steering Committee is comprised of AMC's CIO, CFO, General Hospital Director and President of the Faculty Physicians. The Executive Steering Committee meets regularly to conduct the business of the PPS, adheres to its fiduciary responsibilities and manages the affairs of the Project Management Office of the PPS.</p> <p>Additional structure was created in September 2014 and subsequently modified by the PAC Executive Committee, the Executive Steering Committee and the full PAC in July and September, 2015. The PAC Executive Committee, which is comprised of diverse stakeholders who are all members of the PPS, was approved by the voting members of the PAC by electronic vote and by the PPS Board at a regularly scheduled meeting of the Board. The PAC Exec elected two co-chairs to provide leadership and help coordinate the activities of the Committee. The PAC Exec is representative of the regional participation in the PPS and was created based on the approved operating principles and guidelines.</p> <p>Based on recommendations from the PAC Executive Committee, the PPS Board has ensured that all committees have diverse representation from various provider types and geographic areas. The committees that have been approved and created are Clinical and Quality Affairs, Finance, Audit and Compliance, Technology and Data Management, Consumer and Community Affairs, Cultural Competency and Health Literacy, and the Workforce Coordinating Council. Each committee utilizes their expertise to accomplish the goals of the DSRIP initiative while abiding by the timeline outlined by the DOH. Rosters of all committee members were approved by electronic vote of the full PAC in July and by the Executive Steering Committee by voice vote in September 2015.</p>
Establish a clinical governance structure, including clinical quality committees for each DSRIP project	
Finalize bylaws and policies or Committee Guidelines where applicable	<p>By-laws required to become a Newco have been developed by legal counsel and reviewed and approved by the full PAC by electronic vote, the PAC Executive Committee by voice vote and the AMCH Executive Steering Committee by voice vote in September 2015. While the by-laws will not take effect until the certificate of incorporation creating the new corporation is approved, they establish additional clarification of the roles of the various committees, including the Executive Steering Committee, which will become the PPS Board. As previously noted, the PAC's governing documents that dictate how the PAC will be organized and how it will operate were approved by the PAC Executive Committee and the AMC Board of Directors in September 2014 and December 2014, respectively, and are still in effect, although they have been revised. The PAC Executive Committee adopted policies to manage the PPS, including financial management, compliance, data collection, and reporting and analysis activities. Policies in these areas were approved by the respective committees and then by</p>



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
	<p>the PPS Board in meetings between February and August 2015. Dispute resolution procedures were prepared by the PPS's Compliance Officer, reviewed by legal counsel, and approved by the PPS Board on September 25, 2015.</p> <p>The AMCH Participating Provider agreement, which was approved by the PPS Board, details procedures to address non or under-performing partner organizations. These agreements clearly illustrate what is expected of participating organizations, as well as performance obligations in all critical areas.</p> <p>The Audit and Compliance Committee created a Code of Conduct and Compliance Plan, which were approved by the PAC Executive Committee, the PPS Board and the AMC Board of Directors, incorporating all required elements of a compliance program in accordance with the NYS Social Services Law Section 363-d. All PPS partners will be required to adhere to the requirements of these compliance and conduct policies.</p>
<p>Establish governance structure reporting and monitoring processes</p>	
<p>Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)</p>	<p>The AMCH PPS Community Engagement Plan (CEP) required for this milestone was approved by the PPS's Consumer and Community Affairs Committee (CCAC) on September 22, 2015, and subsequently approved by the PAC Executive Committee on September 24, 2015 by voice vote and the PPS Board on September 25, 2015, also by voice vote as part of their consent agenda. It was presented to the full PAC at their monthly meeting on September 28, 2015 and was passed by electronic vote.</p> <p>The development of the CEP was one of the key tasks assumed by the Consumer and Community Affairs Committee over the last quarter. It is one of the elements of their mission and charter. The CEP is based on community led feedback received as part of the CCAC's continuing engagement activity which includes outreach to schools, churches, homeless service organizations, housing providers, law enforcement, health planning agencies and community-based service providers. The CEP is designed as a dynamic document which will be updated annually. It includes descriptions of the regional area, identified hot spots, strategies to engage the community, consumers and CBOs as well as a communication strategy and outreach activities. Those outreach activities continue as part of ongoing community engagement efforts, and as part of the implementation of the CEP.</p> <p>The co-chairs of the CCAC led the effort to develop the CEP. It was submitted to the full CCAC in draft and went through numerous revisions prior to completion. Copies have been printed and are being distributed to stakeholders, the PAC and other organizations as part of our overall outreach and engagement efforts.</p> <p>The AMCH PPS has established a website (<a href="http://www.albanymedpps.org">www.albanymedpps.org</a>) which is updated monthly, and will continue to be used to facilitate community involvement and communication.</p> <p>AMCH PPS is represented during the ongoing COReSTAT community revitalization efforts, and continues to encourage community representation throughout the project and work streams of the PPS. AMCH is also represented on the regional public health improvement plan (PHIP), statewide health improvement plan (SHIP) and community health improvement plan (CHIP) efforts through active participation and engagement with these entities. In addition, the AMCH PPS is actively engaged in a wider effort to collaborate with neighboring and overlapping PPSs, as a way to maximize the use of taxpayer funds by efficiently working together on areas of mutual interest.</p> <p>Remediation: Additions have been made to the community engagement plan to specifically outline frequency of community engagement. This update can be found on page 14 and is also pasted below:</p> <p>At a minimum, the PPS will schedule quarterly meetings that will involve the community. These will be conducted on a rotating basis across the five-county region, and include public forums or community focus groups to engage consumers and other community stakeholders. Currently, the CCAC meets on a regular basis, at least ten times per year. Additionally, the CCHLC meets at least six times per year to discuss and align agendas for best practices and to identify community engagement steps necessary to close gaps in care. The CCAC will maintain a calendar of community engagement events, to be updated at least quarterly, and as often as monthly. AMC PPS remains committed to active community engagement. In addition, to formally scheduled meetings, the PMO will</p>



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
	participate in other venues, presentations, forums and meetings at the invitation of CBOs, other stakeholders, local government entities and concerned citizens.
Finalize partnership agreements or contracts with CBOs	
Finalize agency coordination plan aimed at engaging appropriate public sector agencies at state and local levels (e.g. local departments of health and mental hygiene, Social Services, Corrections, etc.)	
Finalize workforce communication and engagement plan	
Inclusion of CBOs in PPS Implementation.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Complete	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Complete	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Complete	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Ongoing	
Milestone #9	Pass & Ongoing	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### ✓ IPQR Module 2.3 - Major Risks to Implementation & Risk Mitigation Strategies

##### Instructions :

Please describe the key challenges or risks that you foresee in implementing your governance structure and processes and achieving the milestones described above, as well as potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

There will be challenges in governance as we move forward. One challenge will be to determine whether AMCH pursues creating a new legal entity to assume legal authority for the organization, management and operation of the PPS as the Lead Entity. There may be advantages to AMCH in pursuing this strategy. We continue to follow a collaborative contracting model at present. Our PPS is smaller in comparison with others, and there are advantages to having one ultimate organizational decision-maker, AMCH, in charge of the most significant issues. With that said, the PAC's Executive Committee and the PPS Board have clearly delineated roles and responsibilities to achieve shared governance. Second, we continue to be surprised at the lack of knowledge within certain health or health-related organizations and CBOs about DSRIP. Too many remain disengaged because they are not aware of what the project is attempting to do. More work needs to be done by the PPS and the NYSDOH to get the word out about the significance of what we are all trying to do to transform the health care system. The third risk relates to perception. Some of our current participating organizations are not going to be funded by DSRIP monies. They may have a marginal role and may not be involved in any specific project, with the probable exception of 2.a.i. When funding decisions get made and contracts executed, they are likely to become disengaged. We will continue to educate them and the community about their role, even if unfunded, in helping to integrate the care delivery system and transform payment mechanisms to value based arrangements. A fourth risk relates to non-safety net provider payment caps. As we transform and integrate care, more outpatient providers will become involved, who do not meet the safety net definition. We will continue to work to address this so that the 5% cap does not become a barrier to successful governance and community engagement. A fifth risk relates to dispute resolution. To address this and minimize potential conflict, we will lay out a transparent and fair process for dispute resolution. A sixth risk relates to overall adequacy of funding. Our small PPS size works against us in terms of fixed overhead and administrative expense. We still need to fund all of the key activities in the Project Management Office (PMO) required to manage the entire endeavor. However, as a percentage of the total award, our administrative expense is likely to be higher than others, due to their economies of scale. The challenge this creates is that we may not be adequately resourced to either manage the PPS and the 11 projects we are undertaking or we will not have adequate funding to do key things required to successfully implement all project activities. We are working to address this through a conservative approach to staffing, but this creates other risks and challenges if it ends up being under-resourced. We will be prudent in our fiscal stewardship of these taxpayer funds. Finally, we recognize that the success of our governance requires voluntary engagement of individuals and organizations who do not have time to do everything that may be asked of them. This is a particular concern with our PCPs, psychiatrists and other licensed providers. We need their engagement, leadership and input. Gaining the cooperation of providers to invest in developing key capabilities will require a governance process which generates trust through open and active engagement, development of multi-directional communications processes, and opportunities for provider and public comment on major developments and initiatives. We will mitigate our risks through effective communication, community engagement, transparent decision making, targeted approaches to enlist CBOs in the process and a fair process to distribute funds and resolve disputes.

#### ✓ IPQR Module 2.4 - Major Dependencies on Organizational Workstreams



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### Instructions :

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

The interdependencies of each element and each project in this endeavor are significant. The overall value to the PAC and the transformation of care is both positive and synergistic. The downside, however, is that the interrelationships of each component creates dependencies that require everything succeed and that this success be based on a sequential plan that requires strict adherence to deadlines. The most important initial component relates to staffing. Successful implementation efforts and governance will be extremely dependent on staffing the PMO with motivated, high energy staff committed to the success of the entire project. It will take time to recruit and then train and orient professional staff to manage the complex affairs of the PAC, on behalf of the lead institution, AMCH or a later-formed Newco. It is hard to identify which of several other components are the next priority, since many happen at the same time. At a minimum, effective management and development of a comprehensive fiscal and IT strategy that are integrally linked to the success of the governance structure and model are necessary. Paying individuals and organizations via contract will ensure engagement and participation. Developing the IT strategy requires careful consideration of accurate data collection and reporting capabilities as well as the PMO's capacity to analyze complex data from disparate sources. Populating the 7 committees of the PAC to provide the expertise needed for informed decision making is an essential next step. Each of these areas need to be operating effectively to facilitate effective PPS governance. Open and transparent decision-making will be essential to developing and maintaining the trust and engagement of participating providers, and the community at large. Maintaining strong relationships with workforce stakeholders is important to system transformation. Practitioner engagement and leadership is critical to not only the development of and compliance with clinical care protocols, but with achieving levels of coordination and collaboration required to eliminate avoidable service utilization. The lead institution, the participating providers, the NYSDOH and the community at large all need to trust the governance structure and PPS leadership team to do the right thing. This trust must be earned. We remain committed, by consistent demonstration of our efforts, to earn this trust.



**New York State Department Of Health  
 Delivery System Reform Incentive Payment Project  
 DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 2.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for the development of your governance structure and processes and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
AMCH Board	AMCH Board	Appoint members of PPS Board, review reports and findings of PPS Board; approve PPS Code of Conduct and Compliance Plan.
PPS Board	PPS Board	Establish governance committees; approve committee charters and members; review committee recommendations and reports; approval of PAC charter and operating principles.
PAC Executive Committee	AMCH PPS key stakeholders and nominated sub-committee chairs , Project Management Office, and Legal Counsel	Development and approval of PAC Charter and Operating Principles, Committee charters, and PPS Policies; funding and staff resources.
Major Hospital Partners	Columbia Memorial Hospital, Saratoga Hospital and Albany Medical Center Hospital	Members of PAC Committees; staff support.
Physician organizations and large practices	Whitney Young CHC, CapitalCare Medical Group, LLC., Community Care Physicians, PC., AMC Faculty Practice, Planned Parenthood, etc.	Members for Board and PAC Committees, Care Management Protocols.
ACOs, Health Homes	Montefiore Medical Center, Regional Health Homes	Disease, Case and Care Management Protocols and Procedures.
Major CBOs and/or Social Service Agencies	Equinox, Catholic Charities, et.al.	PPS Committee members, program information, liaisons.
Behavioral Health Providers	Capital District Psychiatric Center, The Addictions Care Center of Albany, Inc., Conifer Park, Whitney Young CHC Methadone Maintenance, Catholic Charities, Equinox, Northern Rivers, Albany Medical Center Faculty Practice, etc.	Behavioral Health Engagement and Participation
Key advisors, counselors, attorneys, consultants	Albany Medical Center Legal Counsel, Bond, Schoeneck and King, LLC, Cicero and Rinaldi, LLC; Montefiore Medical Center as an ASO	Drafts governance documents, provider agreements, policies and procedures, etc.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✔ Module 2.6 - IPQR Module 2.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS with regard to your governance structure and processes.

Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
<b>Internal Stakeholders</b>		
Albany Medical Center Hospital: Dr. S. Frisch, Dr. D. McKenna, Dr. K. Manjunath, G. Kochem	Lead Applicant and Equity Contributor, Leadership Participant. Under the leadership of AMCH, the PMO will conduct the business of the lead applicant for all deliverables required by organizational milestones and metrics as identified in the work plan. As the largest institutional Medicaid provider, and one of the largest safety-net providers in the PPS, AMCH will also play an active role in terms of project implementation and work stream development across the project period.	Funding, leadership personnel, committee chairs, PAC Executive Committee participant.
Albany Medical College Faculty Physicians Group: Dr. F. Venditti, Dr. R. Blinkhorn, Dr. D. Clark, Dr. C. King, Dr. V. Balkoski, Dr. J. Rosenberger, Dr. P. Sorum, Dr. J. Desemone, J. Quinlan, C. Selke, P. Hildreth, G. Sleeper, A. Gallucci, M. Weygant	Physician Leadership will actively engage in clinical integration, training, protocol development, IT infrastructure, and fiscal planning to further the aims of integration and financial payment reform across the network. As one of the largest Primary Care providers for both adult and pediatric patients, as well as the region's only medical college, the faculty physician's group will play an important role in care integration and PCMH by providing training to students, residents, and fellows in the new model of care.	Funding, leadership personnel, committee chairs, PAC Executive Committee participant.
Albany Medical College - Education and Training: Dr. H Pohl, Dr. I. Allard, Dr. J. Bartfield, Dr. V. Verdile, Dr. E. Higgins, D. Guyett	The College will assist with the development of content, evaluative criteria, and electronic access to learning modules to assist the PMO with workforce development and other activities required by DSRIP implementation. The College will also assist the PPS in obtaining CME credits as an engagement tool as necessary and appropriate.	Leadership personnel, Workforce and Cultural Competency and Health Literacy Committees.
Columbia Memorial: J. Caruthers, W. Van Slyke, Dr. G. Davis, B. Ratfield, B. Mahoney	As a key stakeholder, this hospital will play an important sub-regional role in terms of leadership development, clinical integration, fiscal planning, IT development, practitioner engagement, quality improvement, and workforce. Columbia Memorial will serve as a regional hub for Columbia and Greene counties and will coordinate and integrate service providers within the Southern regional hub.	Leadership personnel, committee members, PAC Executive Committee.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
Saratoga Hospital: A. Carbone, Dr. J. LaPlante, J. Mangona, D. Jones, J. Methven, G. Foster	As a key stakeholder, this hospital will play an important sub-regional role in terms of leadership development, clinical integration, fiscal planning, IT development, practitioner engagement, quality improvement, and workforce. Saratoga Hospital will serve as a regional hub for Saratoga and Warren counties and will coordinate and integrate service providers within the Northern regional hub.	Leadership personnel, committee members, PAC Executive Committee.
Contracted CBOs	Participating CBOs will be actively engaged in the development of strategies to involve consumers, assistance with community engagement, coordination of outreach efforts, and communication. CBOs may also participate in PAM assessments, treatment plan development and management, and identification of local needs consistent with the terms and conditions of the waiver.	Leadership personnel, Consumer and Community Engagement Committee leadership/membership.
Numerous Primary Care and Behavioral Health Organizations	These participating organizations will be critical stakeholders to engage in integration and transformation at the site level. They will provide feedback and input to the CQAC to ensure provider participation, quality improvement and accuracy and completeness of data reporting.	Leadership personnel, PAC member, Clinical and Quality Affairs membership.
<b>External Stakeholders</b>		
Public Health and Social Services Agencies; Dr. E. Whalen	As public agencies, these participating organizations will assist with public health and community needs assessments, prevention planning, workforce issues, and other strategies consistent with their mission. County-run agencies will also be actively engaged in various projects, as well as helping to communicate across the county the action steps and deliverables required for successful implementation. Those agencies who offer specific services, e.g. mental health counseling, will also participate in CQAC activities and other deliverables as warranted.	Educate the community about DSRIP, the importance of prevention, and how to access care.
Medicaid Beneficiaries	Participate in their own care and provide feedback	Through surveys and other means, provide feedback.
NYSDOH	Provide oversight, direction, and data	Provide ongoing feedback regarding deliverables and data necessary for reporting purposes.



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 2.7 - IT Expectations

##### Instructions :

Please clearly describe how the development of shared IT infrastructure across the PPS will support this particular workstream and your ability to achieve the milestones described above.

It is expected that the Clinical and Quality Affairs Committee will approve and oversee implementation of methods to capture baseline data and support the systematic capturing of data related to metric evaluation and milestone reporting required for each project over the five years of the program. Otherwise, progress reporting for governance initially has limited dependence on having essential IT infrastructure in place. Unlike other components of this implementation plan that cannot move forward or even measure success without IT, governance is different. Our reporting requires documentation of decision-making, approval of plans, governance documents and other related items. It is largely a process driven activity that is not dependent on clinical and other data to demonstrate success or failure, at least in DY1. It is not critical for the effective initial activities of the PAC, the committees or the PPS Board that the IT infrastructure is in place in the first few quarters. In fact, it will not happen that way sequentially. Governing bodies must be fully engaged prior to full implementation of our IT infrastructure. Governance must decide, based on the feedback from the committees, the NYSDOH and others, exactly what investments, from the limited pool of funds available, need to be made to create the IT infrastructure. The PMO will purchase project management software that will assist in required areas of reporting and project management and analysis, but this is only the initial phase of IT infrastructure development and does not have clinical implications.

#### IPQR Module 2.8 - Progress Reporting

##### Instructions :

Please describe how you will measure the success of this organizational workstream.

Much of the reporting required for evaluation of the success of our efforts at governance will be documented via written materials, like meeting minutes, approved governance documents, operating policies and procedures and guidelines and all of our various approved plans, like our Consumer and Community Engagement Plan. We will also continue to record our web-based meetings and will provide materials that were presented, lists of registered attendees and action steps, if any, resulting from the question and answer sessions included in each monthly update. To assist the community and to demonstrate our transparency, each of these documents or recorded sessions will be available on our public domain website for review and comment. To the extent possible, we will also provide documented summaries of meetings between our PPS and the overlapping PPSs to demonstrate our efforts to collaborate and cooperate on various initiatives.

#### IPQR Module 2.9 - IA Monitoring

##### Instructions :



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 03 – Financial Stability**

**✓ IPQR Module 3.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation. Note some milestones include minimum expected completion dates.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Finalize PPS finance structure, including reporting structure	In Progress	This milestone must be completed by 12/31/2015. PPS finance structure chart / document, signed off by PPS Board.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
<b>Task</b> 1. AMCH's PAC Executive Committee will recommend members for appointment to the Finance Committee to AMCH Executive Steering Committee (PPS Board).	Completed	1. AMCH's PAC Executive Committee will work with PPS membership of the PAC to identify appropriate members of the Finance committee to ensure appropriate capability, geographic representation and a broad provider representation from across the PPS. The PAC Executive Committee will recommend members for appointment to the Finance Committee to AMCH Executive Steering Committee (PPS Board).	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	
<b>Task</b> 2. AMCH PPS's Finance committee will develop a Committee charter.	Completed	2. AMCH PPS's Finance committee will develop a Committee charter to be presented to the AMCH PAC Executive Committee and the PPS Board for review and approval.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	
<b>Task</b> 3. The PAC Finance Committee will define clear fiscal responsibilities for management of DSRIP funds and PPS financial operations.	Completed	3. Reporting up to the PPS Board and AMCH's DSRIP Project Management Office (PMO), the PAC Finance Committee will define clear fiscal responsibilities for management of DSRIP funds and PPS financial operations, including budget and funds flow preparation, fund disbursement, financial reporting by AMCH PPS to DOH and from partners to AMCH PPS, and internal controls. These deliverables will be reviewed and approved by PPS Board, the PAC Executive Committee and the voting members of the PAC.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. The PPS Board will approve the charter for	Completed	4. The PPS Board will approve the charter for the Finance	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
the Finance Committee of the PPS.		Committee of the PPS. The Finance Committee will develop financial budgeting and reporting processes working with other PAC committees, providers and PMO leadership.							
<b>Task</b> 5. AMCH PPS's Finance Committee will recommend financial budgeting, management and reporting structures to the PPS Board, ensuring that funds are appropriately segregated, managed and utilized in a manner that is consistent with the goals and objectives of DSRIP.	Completed	5. AMCH PPS's Finance Committee will recommend financial budgeting, management and reporting structures to the PPS Board, ensuring that funds are appropriately segregated, managed and utilized in a manner that is consistent with the goals and objectives of DSRIP.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 6. The PAC Executive Committee approves budgeting and reporting structure, and recommends the structure for approval by the PPS AMC Board.	In Progress	6. The PAC Executive Committee approves budgeting and reporting structure, and recommends the structure for approval by the PPS AMC Board.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Milestone #2</b> Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	In Progress	This milestone must be completed by 3/31/2016. Network financial health current state assessment (to be performed at least annually). The PPS must: - identify those providers in their network that are financially fragile, including those that have qualified as IAAF providers; -- define their approach for monitoring those financially fragile providers, which must include an analysis of provider performance on the following financial indicators: days cash on hand, debt ratio, operating margin and current ratio; -- include any additional financial indicators that they deem necessary for monitoring the financial sustainability of their network providers	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	YES
<b>Task</b> 1. AMCH PPS Finance Committee will identify appropriate financial metrics and conduct a survey to identify financially fragile members of the PPS.	Completed	1. AMCH PPS Finance Committee will identify appropriate financial metrics and conduct a survey to identify financially fragile members of the PPS.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. AMCH PPS PMO, along with the Finance Committee, will complete and update the original financial assessment from the project planning	Completed	2. AMCH PPS PMO, along with the Finance Committee, will complete and update the original financial assessment from the project planning phase. A key component of this assessment will be to identify partners experiencing financial	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
phase. A key component of this assessment will be to identify partners experiencing financial distress that are essential to DSRIP Project success.		distress that are essential to DSRIP Project success.							
<b>Task</b> 3. AMCH PPS Finance Committee will identify necessary steps, such as evaluation of staffing, cash on hand, debt ratio, operating margin, and current ratio, as well as other financial indicators, to help identify financially fragile organizations. To the extent feasible, the PPS will assist financially fragile organizations to regain sound financial status by offering technical support or other guidance as deemed appropriate by the committee and approved by the AMCH PAC Executive Committee. Meetings with key leaders and decision makers will be facilitated to discuss the findings. A plan will be crafted to help transition said organizations' financial status. Key benchmarks, financial models, and goals will be provided, as well as financial coaching, training, and other resources as necessary.	In Progress	3. AMCH PPS Finance Committee will identify necessary steps, such as evaluation of staffing, cash on hand, debt ratio, operating margin, and current ratio, as well as other financial indicators, to help identify financially fragile organizations. To the extent feasible, the PPS will assist financially fragile organizations to regain sound financial status by offering technical support or other guidance as deemed appropriate by the committee and approved by the AMCH PAC Executive Committee. Meetings with key leaders and decision makers will be facilitated to discuss the findings. A plan will be crafted to help transition said organizations' financial status. Key benchmarks, financial models, and goals will be provided, as well as financial coaching, training, and other resources as necessary.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. AMCH PPS Finance Committee will develop an ongoing monitoring process to assess at risk providers, including periodic assessments of key financial ratios. This plan will be communicated to providers through the PMO as appropriate.	In Progress	4. AMCH PPS Finance Committee will develop an ongoing monitoring process to assess at risk providers, including periodic assessments of key financial ratios. This plan will be communicated to providers through the PMO as appropriate.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Milestone #3</b> Finalize Compliance Plan consistent with New York State Social Services Law 363-d	In Progress	This milestone must be completed by 12/31/2015. Finalized Compliance Plan (for PPS Lead).	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
<b>Task</b> 1. AMCH PPS Audit and Compliance Committee in collaboration with the PPS compliance officer and legal council, will develop a Code of Conduct and Compliance Plan that encompass the required compliance elements set forth in NYS	Completed	1. AMCH PPS Audit and Compliance Committee in collaboration with the PPS compliance officer and legal council, will develop a Code of Conduct and Compliance Plan that encompass the required compliance elements set forth in NYS Social Services Compliance Law 363-d as applied to the PPS.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Social Services Compliance Law 363-d as applied to the PPS.									
<b>Task</b> 2. AMCH PPS Audit and Compliance Committee will present the Code of Conduct and Compliance Plan to the PPS Board for review and approval.	In Progress	2. AMCH PPS Audit and Compliance Committee will present the Code of Conduct and Compliance Plan to the PPS Board for review and approval.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. PPS Board reviews and adopts the Code of Conduct and Compliance Plan; the AMCH Board of Governors reviews and adopts the Code of Conduct and Compliance Plan. The Board approved Code of Conduct and Compliance Plan are disseminated to the PAC.	In Progress	3. PPS Board reviews and adopts the Code of Conduct and Compliance Plan; the AMCH Board of Governors reviews and adopts the Code of Conduct and Compliance Plan. The Board approved Code of Conduct and Compliance Plan are disseminated to the PAC.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. PMO staff in collaboration with the WCC will develop a Compliance Plan and Code of Conduct training strategy for the PPS.	In Progress	4. PMO staff in collaboration with the WCC will develop a Compliance Plan and Code of Conduct training strategy for the PPS.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 5. AMCH PPS continues implementation operation of the Compliance Program. AMCH PPS Executive Director completes OMIG's required certification for Compliance Program.	In Progress	5. AMCH PPS continues implementation operation of the Compliance Program. AMCH PPS Executive Director completes OMIG's required certification for Compliance Program.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Milestone #4</b> Develop detailed baseline assessment of revenue linked to value-based payment, preferred compensation modalities for different provider-types and functions, and MCO strategy.	In Progress	This milestone must be completed by 3/31/2016. Value-based payment plan, signed off by PPS board	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	YES
<b>Task</b> 1. AMCH's PMO staff in collaboration with the Finance Committee will gather baseline Medicaid aggregate revenue data and methods of reimbursement to determine fee for service and value based payment streams existing in the PPS.	Completed	1. AMCH's PMO staff in collaboration with the Finance Committee will gather baseline Medicaid aggregate revenue data and methods of reimbursement to determine fee for service and value based payment streams existing in the PPS.	09/01/2015	09/30/2015	09/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. AMCH's PMO staff and Finance Committee	Completed	2. AMCH's PMO staff and Finance Committee will develop and disseminate educational materials as part of a broader	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
will develop and disseminate educational materials.		communication strategy for the PPS network including information to be shared with providers.							
<b>Task</b> 3. AMCH's PMO will assess network readiness to transform to VBP.	In Progress	3. AMCH's PMO will assess network readiness to transform to VBP.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. AMCH PPS will survey providers regarding their VBP contracts.	In Progress	4. AMCH PPS will survey providers regarding their VBP contracts and if they have any, what are their compensation modalities. Survey information will be presented to the Finance Committee and the PAC Executive Committee.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 5. AMCH PPS Finance Committee will analyze revenue data related to VBP and develop a draft report for AMCH Executive Steering Committee to review and comment.	In Progress	5. AMCH PPS Finance Committee will analyze revenue data related to VBP and develop a draft report for AMCH Executive Steering Committee to review and comment.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 6. AMCH PPS Finance Committee will finalize a revenue assessment report and submit to AMCH Executive Steering Committee for approval.	In Progress	6. AMCH PPS Finance Committee will finalize a revenue assessment report and submit to AMCH Executive Steering Committee for approval.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 7. AMCH PAC Executive Committee will approve the report and communicate results to PPS providers.	In Progress	7. AMCH PAC Executive Committee will approve the report and communicate results to PPS providers.	03/01/2016	03/31/2016	03/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Milestone #5</b> Finalize a plan towards achieving 90% value-based payments across network by year 5 of the waiver at the latest	In Progress	This milestone must be completed by 12/31/2016. Value-based payment plan, signed off by PPS board	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3	YES
<b>Task</b> 1. AMCH PMO will establish a VBP workgroup to develop a plan starting with prioritization of potential opportunities and providers for value based arrangements.	In Progress	1. AMCH PMO will establish a VBP workgroup to develop a plan starting with prioritization of potential opportunities and providers for value based arrangements. Workgroup participants will include AMCH executive leadership, finance committee chair, audit and compliance committee chair, PMO executive director, participating providers and other members as appropriate.	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 2. AMCH PPS's PMO and AMC Integrated Delivery System Director will engage Medicaid Managed Care Organizations in dialogue on	Completed	2. AMCH PPS's PMO and AMC Integrated Delivery System Director will engage Medicaid Managed Care Organizations in dialogue on value based payment methodologies. Meetings will be held on a monthly basis during DY1 and DY2.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
value based payment methodologies.									
<b>Task</b> 3. AMCH PPS's PMO will identify VBP accelerators and challenges within AMCH PPS related to implementation of the VBP models including existing ACO's and MCO models, shared savings arrangements, IT structure requirements and contracting complexities.	In Progress	3. AMCH PPS's PMO will identify VBP accelerators and challenges within AMCH PPS related to implementation of the VBP models including existing ACO's and MCO models, shared savings arrangements, IT structure requirements and contracting complexities.	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 4. AMCH PPS will align providers and projects where VBP accelerators or challenges exist to develop timelines for VBP implementation.	In Progress	4. AMCH PPS will align providers and projects where VBP accelerators or challenges exist to develop timelines for VBP implementation.	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 5. AMCH PPS's VBP Workgroup will assess all data and development of VBP timeline with MCO's, AMCH Finance Committee, PMO staff, and the PPS.	In Progress	5. AMCH PPS's VBP Workgroup will assess all data and development of VBP timeline with MCO's, AMCH Finance Committee, PMO staff, and the PPS.	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2	
<b>Task</b> 6. AMCH PPS VBP Workgroup will complete a draft plan for VBP adoption for review and approval by the Finance Committee.	In Progress	6. AMCH PPS VBP Workgroup will complete a draft plan for VBP adoption for review and approval by the Finance Committee.	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
<b>Task</b> 7. AMCH PPS VBP Workgroup will prepare draft plan for presentation to PPS Board and MCO's.	In Progress	7. AMCH PPS VBP Workgroup will prepare a draft plan for presentation to the PPS Board and MCO's.	11/01/2016	12/31/2016	11/01/2016	12/31/2016	12/31/2016	DY2 Q3	
<b>Task</b> 8. PPS Board and MCO's agree upon and approve the plan towards achieving 90% value-based payments across network by year 5 of the waiver. PPS Board approves the VBP plan.	In Progress	8. PPS Board and MCO's agree upon and approve the plan towards achieving 90% value-based payments across network by year 5 of the waiver. PPS Board approves the VBP plan.	11/01/2016	12/31/2016	11/01/2016	12/31/2016	12/31/2016	DY2 Q3	
<b>Milestone #6</b> Put in place Level 1 VBP arrangement for PCMH/APC care and one other care bundle or subpopulation	On Hold		04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	YES
<b>Milestone #7</b> Contract 50% of care-costs through Level 1 VBPs, and >= 30% of these costs through Level 2 VBPs or higher	On Hold		04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	YES



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #8</b> >=90% of total MCO-PPS payments (in terms of total dollars) captured in at least Level 1 VBPs, and >= 70% of total costs captured in VBPs has to be in Level 2 VBPs or higher	On Hold		04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	YES

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Finalize PPS finance structure, including reporting structure	
Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	
Finalize Compliance Plan consistent with New York State Social Services Law 363-d	
Develop detailed baseline assessment of revenue linked to value-based payment, preferred compensation modalities for different provider-types and functions, and MCO strategy.	
Finalize a plan towards achieving 90% value-based payments across network by year 5 of the waiver at the latest	
Put in place Level 1 VBP arrangement for PCMH/APC care and one other care bundle or subpopulation	
Contract 50% of care-costs through Level 1 VBPs, and >= 30% of these costs through Level 2 VBPs or higher	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
>=90% of total MCO-PPS payments (in terms of total dollars) captured in at least Level 1 VBPs, and >= 70% of total costs captured in VBPs has to be in Level 2 VBPs or higher	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Ongoing	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 3.3 - Major Risks to Implementation & Risk Mitigation Strategies

##### Instructions :

Please describe the key challenges or risks that you foresee in implementing these cross-cutting organizational strategies, including potential impacts on specific projects and, crucially, any risks that will undermine your ability to achieve outcome measure targets.

There are many challenges to implementing the organizational strategies required for the financial sustainability work stream that could impact AMCH PPS' efforts to assess and monitor the financial health of the PPS and achieve the outcome measure targets. Implementation of the financial reporting systems needed to monitor the financial stability of the network is key among these risks. Education, communication and eventual buy in from the AMCH PPS providers into the overall goals of DSRIP and the financial structure in place is another key risk factor that will require mitigation. The success of the AMCH PPS in achieving the selected project goals as well as the overall DSRIP Goals is dependent upon current reporting and communication of significant data across the PPS. The IT integration and support needed to collect and analyze the finances and flow of funds is critical to the success of this work stream. The Technology and Data Management Committee is tasked with the development of an integrated IT system to not only support the financial work stream, but the project data and reporting functions needed to reach full integration. There will be a significant need for capital investment that will be critical in the mitigation of this risk. One of the largest risks is the move from a fee for service payment system to a value based payment system in collaboration with the providers and the MCO's. This collaboration will be difficult as both the PPS and the MCO's have a financial interest in the outcomes, and prior to DSRIP, much of that process has been competitive and not collaborative. In addition, providers currently negotiate payments with MCO's individually, but under DSRIP, it is anticipated that negotiations for VBP's with Medicaid MCO's may involve the PPS at some level, although providers in the AMCH PPS will remain free to contract independently with Medicaid MCO's. There will be major hurdles to overcome to effect the change. Also, many of the MCO's currently provide many of the quality improvement functions that the PPS will need to put in place to meet the goals and objectives of DSRIP. To avoid duplication, the PPS will work collaboratively with MCO's for effective resource utilization. These changes will take time and require efficient communication and support from the DOH. To mitigate these risks the PPS will utilize two strategies. First, engagement of PPS providers in the transformation of the payment system through well thought out strategies effectively disseminated. Second, the PPS will develop comprehensive IT integration to facilitate and support payment transformation.

#### IPQR Module 3.4 - Major Dependencies on Organizational Workstreams

##### Instructions :

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

The financial sustainability work stream is dependent on the IT Systems & Processes work stream. For example, financial decisions from readiness to risk assumption are predicated upon accurate and complete financial data from participating institutions. The success of the financial sustainability work stream is intricately linked to the performance reporting and practitioner engagement work streams. It is not sufficient to have financial data, there must also be active engagement from practitioners and organizational leadership. The financial sustainability work stream is dependent upon governance. The transition to VBP payment arrangements will require strong leadership from the governance structures of the



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

AMCH PPS to lead the transformation of the payment system. The PPS Board and PPS committees, as the guiding bodies of the PPS, must provide an effective, engaged governance process to establish the roles and responsibilities of all committees and participating providers. The financial sustainability work stream is dependent upon a workforce committed to successful transformation to a sustainable business model. All other work streams are dependent upon financial sustainability to ensure their success rather than financial sustainability having major dependencies on those work streams.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 3.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
AMCH Board of Directors, PMO Executive Director	George Clifford, PhD	Manage project efforts to transform payment models across the delivery system.
Chair, Finance Committee	William Hasselbarth	Manage the affairs of the finance committee including the development of the financial plan.
AMCH Compliance Officer	Noel Hogan	Certify PPS compliance plan to the Department of Health.
Director, Integrated Delivery Systems	Joan Martin	Monthly engagement with MCOs.
PPS Director of Finance	Lauren Ayers, MBA	Manage PPS financial operations, planning and analysis, including budget and funds flow development, financial reporting and tracking, and PPS financial performance.
Contracted Behavioral Health Provider Organizations	Capital District Psychiatric Center, The Addictions Care Center of Albany, Inc., Conifer Park, Whitney Young CHC Methadone Maintenance, Catholic Charities, Equinox, Northern Rivers, Albany Medical Center Faculty Practice	Behavioral Health Engagement and participation



**New York State Department Of Health  
 Delivery System Reform Incentive Payment Project  
 DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 3.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
<b>Internal Stakeholders</b>		
Albany Medical Center Hospital	Active participation	Willing participation in new payment models.
Albany Medical College Faculty Physicians Group	Active participation	Willing participation in new payment models.
Participating PPS Providers	Active participation	Willing participation in new payment models.
Workers	Supportive role	Willing participation in new payment models.
<b>External Stakeholders</b>		
NYSDOH	Payment	Payments will follow waiver requirements, milestone reporting and metrics per executed contracts.
Local agencies serving Medicaid Population	Engagement	Engage consumers in behavioral modification.
CBOs, as necessary	Community engagement	Educate and participate as necessary to ensure financial sustainability.
MCOs	Active participation	Willing participation in new payment models.
Patients	Engagement in care	Responsible use of medical resources.



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 3.7 - IT Expectations

##### Instructions :

Please clearly describe how the development of shared IT infrastructure across the PPS will support this particular workstream.

Financial budgeting and reporting is critical in monitoring and maintaining the financial stability of the PPS and its providers. The development of a shared IT infrastructure across the PPS is a major pillar that needs to be built and supported in order for the PPS to be successful, including the accumulation of financial data. This integration of IT will also allow for the reporting of needed financial and budget information across the PPS in an efficient and expedient manner, allowing the financial sustainability to be monitored as well as the flow of DSRIP funding among budget categories, projects and providers. The IT system will include reports, and audit trail information for the finances of the PPS. This will allow the PPS to meet future audit and reporting requirements by the DOH, CMS, and OMIG.

#### IPQR Module 3.8 - Progress Reporting

##### Instructions :

Please describe how you will measure the success of this organizational workstream.

AMCH PPS will align its financial management and sustainability progress reporting with the reporting and oversight structures in place for the DSRIP projects. The PMO will be responsible for monitoring progress against project requirements and process measures at a provider level. This information will be shared with the Finance Committee of the AMCH PPS for review and input, and reports will be generated and shared with the PPS Board for review, approval and guidance to the PPS. The success of the financial work stream will be measured by the timeliness of the reporting as set forth in the plan, the accuracy of these reports both internally and to the DOH, the development and implementation of proactive steps to determine financial sustainability, PPS assistance to promote the financial stability of partners, and the communication of this reporting to the partners and community in a timely fashion.

#### IPQR Module 3.9 - IA Monitoring

##### Instructions :



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 04 – Cultural Competency & Health Literacy**

**✓ IPQR Module 4.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement. Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation. Note some milestones include minimum expected completion dates.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Finalize cultural competency / health literacy strategy.	In Progress	This milestone must be completed by 12/31/2015. Cultural competency / health literacy strategy signed off by PPS Board. The strategy should: -- Identify priority groups experiencing health disparities (based on your CNA and other analyses); -- Identify key factors to improve access to quality primary, behavioral health, and preventive health care -- Define plans for two-way communication with the population and community groups through specific community forums -- Identify assessments and tools to assist patients with self-management of conditions (considering cultural, linguistic and literacy factors); and -- Identify community-based interventions to reduce health disparities and improve outcomes.	05/01/2015	12/31/2015	05/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
<b>Task</b> 1. AMCH PPS will create a Cultural Competency & Health Literacy Committee (CCHLC) that will include consumer, provider and CBO representation. The CCHLC will follow The National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (CLAS) to establish system-wide guidelines. Building on the comprehensive CNA and survey activities, the CCHLC will approve of developed targeted approaches that address	Completed	1. AMCH PPS will create a Cultural Competency & Health Literacy Committee (CCHLC) that will include consumer, provider and CBO representation. The CCHLC will follow The National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (CLAS) to establish system-wide guidelines. Building on the comprehensive CNA and survey activities, the CCHLC will approve of developed targeted approaches that address cultural norms and mores, health burden of selected chronic diseases, the role of religious and other community supportive	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
cultural norms and mores, health burden of selected chronic diseases, the role of religious and other community supportive services, environmental factors and selected psycho-social issues. The guidelines approved by the CCHLC will be reviewed and approved by the PAC's Clinical and Quality Affairs Committee and the Executive Committee.		services, environmental factors and selected psycho-social issues. The guidelines approved by the CCHLC will be reviewed and approved by the PAC's Clinical and Quality Affairs Committee and the Executive Committee.							
<b>Task</b> 2. In collaboration with high needs community neighborhoods identified in the comprehensive CNA completed in November 2014, AMCH PPS will seek additional community input and will continue to analyze data to identify hot spots where health disparities are the most prevalent. This will allow us to create a framework for identifying areas with the highest need and to target our limited resources in a coordinated approach to address disparities in care that are linked to race, ethnicity, gender, sexual orientation and/or disability.	Completed	2. In collaboration with high needs community neighborhoods identified in the comprehensive CNA completed in November 2014, AMCH PPS will seek additional community input and will continue to analyze data to identify hot spots where health disparities are the most prevalent. This will allow us to create a framework for identifying areas with the highest need and to target our limited resources in a coordinated approach to address disparities in care that are linked to race, ethnicity, gender, sexual orientation and/or disability.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. CCHLC will conduct an assessment of the competency of PPS Provider staff to provide services that are culturally and linguistically appropriate for those they serve. This assessment will be based on a survey of participating providers, input from our consumer and community affairs committee and various community stakeholders, including appropriate CBOs. It will identify where gaps exist and will be informed by material obtained from number 1, above. We will specifically identify the linguistic capabilities at each participating provider site. This assessment will be used to identify providers where cultural competency could be improved. The assessment will identify	In Progress	3. CCHLC will conduct an assessment of the competency of PPS Provider staff to provide services that are culturally and linguistically appropriate for those they serve. This assessment will be based on a survey of participating providers, input from our consumer and community affairs committee and various community stakeholders, including appropriate CBOs. It will identify where gaps exist and will be informed by material obtained from number 1, above. We will specifically identify the linguistic capabilities at each participating provider site. This assessment will be used to identify providers where cultural competency could be improved. The assessment will identify accessibility of appropriate linguistic services and CBO availability to provide these services.	05/01/2015	12/31/2015	05/01/2015	12/31/2015	12/31/2015	DY1 Q3	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
accessibility of appropriate linguistic services and CBO availability to provide these services.									
<b>Task</b> 4. Building on successful approaches developed by the NYSDOH's AIDS Institute, the CCHLC will approve of customized health literacy tools to assist all participating providers with assessment, engagement, coordination, individualized patient assistance and integration with CBOs and other appropriate partners. The assessment will include patient self-assessment as well as a teach-back approach. Patients with low literacy and/or comprehension will be supported with patient or community navigators. Patient engagement and education materials will be provided in languages that are appropriate, and at a reading level consistent with the patient's ability to comprehend. When this is not feasible, other methods will be employed to engage the patient to be a partner in their care. These tools will be reviewed by the Consumer and Community Affairs Committee and field tested to ensure wide-spread adoption across the disparate geographic area in the PPS.	In Progress	4. Building on successful approaches developed by the NYSDOH's AIDS Institute, the CCHLC will approve of customized health literacy tools to assist all participating providers with assessment, engagement, coordination, individualized patient assistance and integration with CBOs and other appropriate partners. The assessment will include patient self-assessment as well as a teach-back approach. Patients with low literacy and/or comprehension will be supported with patient or community navigators. Patient engagement and education materials will be provided in languages that are appropriate, and at a reading level consistent with the patient's ability to comprehend. When this is not feasible, other methods will be employed to engage the patient to be a partner in their care. These tools will be reviewed by the Consumer and Community Affairs Committee and field tested to ensure wide-spread adoption across the disparate geographic area in the PPS.	06/01/2015	12/31/2015	06/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 5. The CCHLC will approve the development of patient and provider materials utilizing outside experts, best practice guidelines and evidence -based approaches. A variety of materials, including web-based learning and other technologies, will be field tested and reviewed with key stakeholders in the community, the Consumer and Community Affairs Committee, AMC's Center for Learning and Development, the PAC's Executive Committee and the PPS. This approach will also be coordinated with various managed care organizations to improve	In Progress	5. The CCHLC will approve the development of patient and provider materials utilizing outside experts, best practice guidelines and evidence -based approaches. A variety of materials, including web-based learning and other technologies, will be field tested and reviewed with key stakeholders in the community, the Consumer and Community Affairs Committee, AMC's Center for Learning and Development, the PAC's Executive Committee and the PPS. This approach will also be coordinated with various managed care organizations to improve material development and dissemination.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
material development and dissemination.									
<b>Task</b> 6. The CCHLC will work with all participating providers to improve health literacy of our target population. Recognizing that health literacy is more complicated than an assessment of literacy level, various approaches to improve patient comprehension of operating hours, how to access services, including transportation and other identified potential barriers, as well as how and when to communicate with members of their care team, will be developed and disseminated.	In Progress	6. The CCHLC will work with all participating providers to improve health literacy of our target population. Recognizing that health literacy is more complicated than an assessment of literacy level, various approaches to improve patient comprehension of operating hours, how to access services, including transportation and other identified potential barriers, as well as how and when to communicate with members of their care team, will be developed and disseminated.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 7. The CCHLC, along with the clinical and administrative leadership of the Project Management Office, will develop multiple strategies to effectively communicate with all providers in the PPS. Organizations participating in the PPS will be required, via contract, to be actively engaged in assessing and improving the cultural competency of their staff. Annual training will be provided by the AMCH PPS regarding knowledge, skills and abilities required to address and improve cultural competence.	In Progress	7. The CCHLC, along with the clinical and administrative leadership of the Project Management Office, will develop multiple strategies to effectively communicate with all providers in the PPS. Organizations participating in the PPS will be required, via contract, to be actively engaged in assessing and improving the cultural competency of their staff. Annual training will be provided by the AMCH PPS regarding knowledge, skills and abilities required to address and improve cultural competence.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 8. The PPS's Project Management Office, in collaboration with the CCHLC, will develop metrics to evaluate and monitor the impact of the PPS's cultural competency / health literacy initiatives. Based on the initial survey completed in DY1, Q2, which will establish baseline measures, additional qualitative and quantitative measures will be collected across the entire PPS to evaluate progress.	In Progress	8. The PPS's Project Management Office, in collaboration with the CCHLC, will develop metrics to evaluate and monitor the impact of the PPS's cultural competency / health literacy initiatives. Based on the initial survey completed in DY1, Q2, which will establish baseline measures, additional qualitative and quantitative measures will be collected across the entire PPS to evaluate progress.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Milestone #2</b> Develop a training strategy focused on addressing the drivers of health disparities	In Progress	This milestone must be completed by 6/30/2016. Cultural competency training strategy, signed off by PPS Board. The strategy should include:	05/01/2015	06/30/2016	05/01/2015	06/30/2016	06/30/2016	DY2 Q1	YES



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
(beyond the availability of language-appropriate material).		-- Training plans for clinicians, focused on available evidence-based research addressing health disparities for particular groups identified in your cultural competency strategy -- Training plans for other segments of your workforce (and others as appropriate) regarding specific population needs and effective patient engagement approaches							
<b>Task</b> 1. In collaboration with our PPS's Workforce Coordinating Council, AMC's Center for Learning and Development and based on surveys, the health disparity hot spot list, and other assessments, the CCHLC will approve the use of developed evidence-based cultural competency and health literacy trainings using multiple teaching methods, including web-based approaches, group learning sessions, role play, etc. to engage providers based on the highest identified priority needs. Curricula will be customized for different types of target audiences (e.g. pediatricians vs. CBOs serving adults) and will be refreshed to meet annual updates and training needs of new staff.	In Progress	1. In collaboration with our PPS's Workforce Coordinating Council, AMC's Center for Learning and Development and based on surveys, the health disparity hot spot list, and other assessments, the CCHLC will approve the use of developed evidence-based cultural competency and health literacy trainings using multiple teaching methods, including web-based approaches, group learning sessions, role play, etc. to engage providers based on the highest identified priority needs. Curricula will be customized for different types of target audiences (e.g. pediatricians vs. CBOs serving adults) and will be refreshed to meet annual updates and training needs of new staff.	05/01/2015	12/31/2015	05/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. The Medical College, AMCH PMO and the CCHLC will finalize a system for web based and in-person trainings to be easily available to participating providers. This system will allow for tracking progress towards completion as well as evaluation of CCHL skill development.	In Progress	2. The Medical College, AMCH PMO and the CCHLC will finalize a system for web based and in-person trainings to be easily available to participating providers. This system will allow for tracking progress towards completion as well as evaluation of CCHL skill development.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. The CCHLC will work with organizational partners in our PPS to identify and engage key leaders in each organization who can be enlisted as champions to encourage active participation from all providers in cultural competency awareness and take proactive steps to address challenges posed by those who resist change or refuse to be engaged. As an added incentive to encourage licensed providers to participate in training, AMCH PPS will provide continuing	In Progress	3. The CCHLC will work with organizational partners in our PPS to identify and engage key leaders in each organization who can be enlisted as champions to encourage active participation from all providers in cultural competency awareness and take proactive steps to address challenges posed by those who resist change or refuse to be engaged. As an added incentive to encourage licensed providers to participate in training, AMCH PPS will provide continuing	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
refuse to be engaged. As an added incentive to encourage licensed providers to participate in training, AMCH PPS will provide continuing education credits, where appropriate.		education credits, where appropriate.							
<b>Task</b> 4. The CCHLC will approve the use of customized curricula to meet the varying needs for staff training and development around cultural competency issues. Building on existing curricula and expert trainers employed by AMC who offer this training throughout the region, AMCH PPS will develop an evidence based approach for training interventions that are effective in improving cultural competency. In-person and web-based training will include criteria to evaluate the success of the training, both in terms of the participants evaluation of the session, and a pre- and post-test evaluation to assess knowledge learned. AMCH PMO will monitor the completion of trainings by all engaged providers, and will provide documentation on completion rates of annual assessments for reporting purposes.	In Progress	4. The CCHLC will approve the use of customized curricula to meet the varying needs for staff training and development around cultural competency issues. Building on existing curricula and expert trainers employed by AMC who offer this training throughout the region, AMCH PPS will develop an evidence based approach for training interventions that are effective in improving cultural competency. In-person and web-based training will include criteria to evaluate the success of the training, both in terms of the participants evaluation of the session, and a pre- and post-test evaluation to assess knowledge learned. AMCH PMO will monitor the completion of trainings by all engaged providers, and will provide documentation on completion rates of annual assessments for reporting purposes.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 5. Based on the evaluations generated from step 4, as well as information collected in the CNA, the CCHLC will approve of on going training that can be focused on targeted providers who require further skill development to obtain the necessary competencies to provide care that is culturally and linguistically appropriate. Most of this training will be delivered on site in small groups, based on the identified needs from the pre- and post-test evaluations as well as specific requests from providers who want to improve their skills in this area.	In Progress	5. Based on the evaluations generated from step 4, as well as information collected in the CNA, the CCHLC will approve of on going training that can be focused on targeted providers who require further skill development to obtain the necessary competencies to provide care that is culturally and linguistically appropriate. Most of this training will be delivered on site in small groups, based on the identified needs from the pre- and post-test evaluations as well as specific requests from providers who want to improve their skills in this area.	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Finalize cultural competency / health literacy strategy.	
Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 4.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 4.3 - Major Risks to Implementation & Risk Mitigation Strategies

##### Instructions :

Please describe the key challenges or risks that you foresee in implementing your cultural competency / health literacy strategy and addressing the specific health disparities you are targeting (based on your CNA), and achieving the milestones described above - including potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

There are both challenges and risks involved in the implementation strategy presented in this section. Staff simply do not have the time to participate in face to face training, even though it is necessary to keep them current and improve the competencies they need to provide high quality and culturally and linguistically appropriate care. A second challenge relates to perception. Many providers mistakenly believe that their patients comprehend complex health information, when research proves this is not true. This leads to poor medication adherence, poor rates of retention in care, increased utilization of services that could be avoided and generally poor health outcomes. A third challenge relates to a failure of some service providers to provide culturally and linguistically appropriate care. In general, this occurs for three related reasons: there are very small percentages of patients at most of the suburban and rural sites who are not English speaking which creates disincentives from a business perspective to invest in appropriate services; there is a lack of licensed providers who are bi-lingual; and there are ingrained prejudices and biases based on incorrect assumptions and stereotypes. This negatively impacts many patients and leads to health disparities based on race, ethnicity, sexual orientation and disability. The final and perhaps biggest challenge relates to difficulties in obtaining buy-in. Without a firm commitment from all participating organizations to agree to the need for change, our implementation strategy may not succeed.

To address the lack of time for face to face training, AMCH PMO will make training available via our web portal. This will give us the ability to track who completes the online modules as well as their pre- and post-test scores, which will assist us with evaluation. On site training will still be readily available, but this alternative addresses the lack of time many providers have. Changing perceptions will not be easy. This will be addressed through the training as well as through communication channels to all participating providers. In terms of a failure to provide culturally and linguistically appropriate services, the primary approach to mitigating this risk will be the cultural competency and health literacy training described above. Finally, in terms of organizational and provider "buy-in" AMCH PMO will utilize three approaches. First, we will include requirements in each performance contract that cultural competency and health literacy required training of all staff must occur and be documented no later than year-end. Second, we will identify "champions" in each participating organization who will play an important role in mitigating this risk by helping providers adopt the guidelines promulgated by the CCHLC. Third, over and above the contractual requirements, we will provide incentives to organizations who complete the training early.

#### IPQR Module 4.4 - Major Dependencies on Organizational Workstreams

##### Instructions :

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

AMC's cultural competency and health literacy strategy is interdependent with all work streams. Most obvious is its relationship to workforce issues, including staff training, development, recruitment and retention. AMCH PMO will clarify this in the workforce section of this plan. It is also directly linked to contractual issues, funds flow, incentivized payments, clinical and quality affairs, provider and community relations and engagement, consumer affairs and IT systems, including data collection, reporting and analysis. AMC's Project Management Office will oversee



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

the activities and provide direction and support to the CCHLC. The Executive Committee of the PAC will provide additional coordination to help ensure member buy-in and commitments necessary to meet domain one milestones. However, there is an additional interdependency that is important to the collaborative regional approach we are pursuing. AMCH PPS will be collaborating with the Alliance for Better Health Care (AFBHC) PPS and the Adirondack Health Institute (AHI) PPS on many of these strategic issues. AMCH PMO is pursuing a strategy of collaboration with these PPSs to make the most efficient use of our limited resources, provide coordinated training and skills development and make it easier for our shared organizational partners to complete requirements once as opposed to three times. This requires careful planning between the three PPSs, which is something that we are currently actively engaged in. It does not mean that identical strategies to address cultural competency and health literacy issues will be created; however, it does mean that training and skills development will be coordinated to avoid duplication.





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**☑ IPQR Module 4.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
PPS Board	PPS Board	Approve health literacy/ cultural competency strategy.
AMCH Cultural Competency and Health Literacy Committee	Ingrid Allard, MD, Assistant Dean for Community Affairs	Manage the direction and output of CCHLC; oversee implementation of the AMCH PPS Cultural Competency / Health Literacy Strategy.
AMCH Department of Medicine	Abbie Gallucci, Director of Education and Outreach	Lead the development of the PPS's cultural competency training & education program.
AMCH PPS Project Management Office	George Clifford, PhD	Lead the development and implementation of the PPS's health literacy campaign.
AMCH's Executive Board Sponsor	Ferdinand Venditti, MD, Vice Dean for Clinical Affairs	Liaison between the Executive body and the CCHLC.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 4.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
<b>Internal Stakeholders</b>		
Participating PPS providers	Recipients of educational programs	Commit to and undertake cultural competency transformation.
Contracted CBOs including faith-based organizations	Provide assistance in the development and execution of the work stream	Subject matter expert & patient liaison.
<b>External Stakeholders</b>		
Patients & Families	Recipient of improved services; contributor to design of cultural competency / health literacy initiatives through consultation	Feedback on consultations.
Adirondack Health Institute and The Alliance for Better Healthcare PPSs	As neighboring PPSs, collaborate regarding identification of training needs as well as the dissemination of materials	Coordination of training deliverables.



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 4.7 - IT Expectations

##### Instructions :

Please clearly describe how the development of shared IT infrastructure across the PPS will support the development and implementation of your cultural competency / health literacy strategy and the achievement of the milestones described above.

For the DY1 implementation, we will not have shared IT infrastructure in place across the PPS. However, we will have a web portal that all providers can connect to for web-based learning and pre- and post-test evaluation purposes. For all on site training, data will be collected manually in terms of attendees, course evaluations etc. Initial surveys of community needs will be sent and submitted electronically using current technology and software. By DY2, these processes will be replaced with interoperable IT systems across our network. This will be necessary for our workforce strategy and will require participating providers to use project management software currently being evaluated. Analyzing Salient data and completing risk stratification will allow us to share demographic information about patients across our provider network. AMCH's PMO will then use this information to track the service usage of our priority patient groups (including avoidable admissions, emergency department visits, primary care access, etc.). As care management protocols are developed and rolled out, we will have additional information available in terms of patients' cultural, religious and personal preferences. Sharing this information between providers will allow them to deliver culturally and linguistically appropriate services, and to understand the wider trends in the members utilizing their services. It will also allow our finance committee and PAC executive committee to shift resources, via incentives and other strategies, to participating providers who need to improve skill sets to address DSRIP goals. Finally, patient surveys and focus groups will provide important information needed for us to assess satisfaction and needs identified in terms of our CCHLC strategies. This information will be entered into databases and will be shared with all participating providers, the DOH and the public.

#### IPQR Module 4.8 - Progress Reporting

##### Instructions :

Please describe how you will measure the success of this organizational workstream.

As noted above, DY1 will be a year of transition in terms of progress reporting. We will not have interoperable systems in place for every participating provider by year-end. We will, however, have project management software available as well as software to mine claims data to generate all domain one milestones required for reporting purposes. As we build our IT capabilities and capacity in DY1, we will be increasingly able to assess changes in health disparities between different sub-populations. We will continue to be engaged with AFBHC and AHI in terms of joint efforts to update community needs. We will also continue to collaborate and coordinate with the local SHIP-funded group, Healthy Capital District Initiative, to complete updates to identified community needs and the community plan. Improvements in the health literacy of our attributed population will support our achievement of targets for reductions in avoidable emergency visits/ admissions. Specifically, the metrics we will use to monitor the success of our strategies to improve the health literacy of our target populations will be:

- Avoidable ED and inpatient utilization associated with cultural & socio-demographic groups. This should facilitate our ability to evaluate the



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

impact of our CCHLC strategy on the way these groups are accessing and using healthcare services.

- Uptake of practitioner cultural competency training, as captured by post-test evaluation of completed trainings and provider surveys to assess adequacy and utility of training.
- Patient involvement in community engagement initiatives, including focus groups, community forums and consumer affairs.

Success will also be measured by the completion and documentation of the following items: CCHLC meeting minutes and agendas, a finalized health disparity hot spot list, finalized and approved survey for participating providers to assess current skills and knowledge around cultural competency and health literacy, finalized educational materials, trainings and tools for both patients and providers, and the finalized assessment with pre and post test to be completed by all engaged participating providers, as necessary and appropriate. AMCH PMO and the CCHLC will monitor completion rates for annual assessments among providers, and will identify those who need continued skill development trainings. Documentation of trainings completed will be available and will be published to the PMO website and shared as a dashboard indicator. Over time, we will be able to track competency skills among participating providers to determine if education provided has achieved the goal of this committee by improved annual scores on their assessments.

**IPQR Module 4.9 - IA Monitoring**

**Instructions :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 05 – IT Systems and Processes**

**✓ IPQR Module 5.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Perform current state assessment of IT capabilities across network, identifying any critical gaps, including readiness for data sharing and the implementation of interoperable IT platform(s).	In Progress	Detailed IT current state assessment. Relevant QEs (RHIOs/HIEs) should be involved in performing this assessment.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	NO
<b>Task</b> 1. AMCH Executive Steering Committee (PPS Board) will establish an IT governance body; per the operating guidelines the Technology and Data Management committee (TDMC) will be formed and populated.	Completed	1. AMCH Executive Steering Committee (PPS Board) will establish an IT governance body; per the operating guidelines the Technology and Data Management committee (TDMC) will be formed and populated.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. AMCH PMO will engage HIXNY and other relevant QEs in assessing information technology capabilities of network providers in data exchange.	Completed	2. AMCH PMO will engage HIXNY and other relevant QEs in assessing information technology capabilities of network providers in data exchange.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. AMCH PMO with the input from the TDMC, will develop a survey to assess the current state of the IT landscape within the PPS. This will include EHR utilization, connectivity, hardware and software infrastructure, security safeguards, staffing expertise, and analytic abilities.	Completed	3. AMCH PMO with the input from the TDMC, will develop a survey to assess the current state of the IT landscape within the PPS. This will include EHR utilization, connectivity, hardware and software infrastructure, security safeguards, staffing expertise, and analytic abilities.	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. AMCH PMO and the TDMC, will review and analyze results of the survey and the	In Progress	4. AMCH PMO and the TDMC, will review and analyze results of the survey and the QEs to identify gaps including readiness for data sharing and	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
assessment undertaken with the QEs to identify gaps including readiness for data sharing and the implementation of interoperable IT platform(s). These results will constitute the current state assessment and be communicated to the PPS Executive Committee of the PAC, to the PPS Board, and to the PPS providers, and highlight implications of the results.		the implementation of interoperable IT platform(s). These results will constitute the current state assessment and be communicated to the PPS Executive Committee of the PAC, to the PPS Board, and to the PPS providers, and highlight implications of the results.							
<b>Milestone #2</b> Develop an IT Change Management Strategy.	In Progress	IT change management strategy, signed off by PPS Board. The strategy should include: -- Your approach to governance of the change process; -- A communication plan to manage communication and involvement of all stakeholders, including users; -- An education and training plan; -- An impact / risk assessment for the entire IT change process; and -- Defined workflows for authorizing and implementing IT changes	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. The AMCH PMO will define the roles and responsibilities of the TDMC to include development of an IT change management strategy. Once complete the strategy will be approved by the Executive Committee of the PAC and the PPS Board.	Completed	1. The AMCH PMO will define the roles and responsibilities of the TDMC to include development of an IT change management strategy. Once complete the strategy will be approved by the Executive Committee of the PAC and the PPS Board.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. AMCH's TDMC will engage key stakeholders including end users through surveys and other means to identify training needs across the PPS.	In Progress	2. AMCH's TDMC will engage key stakeholders including end users through surveys and other means to identify training needs across the PPS.	05/01/2015	12/31/2015	05/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. Based on the identified training needs, the TDMC will collaborate with the WCC and workforce-training vendor to develop a plan to conduct required training as IT changes occur.	In Progress	3. Based on the identified training needs, the TDMC will collaborate with the WCC and workforce-training vendor to develop a plan to conduct required training as IT changes occur.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. AMCH PMO will facilitate change management through effective communication strategies such as conference calls, meetings, targeted training, and one-on-one communication with key stakeholders.	In Progress	4. AMCH PMO will facilitate change management through effective communication strategies such as conference calls, meetings, targeted training, and one-on-one communication with key stakeholders.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
targeted training, and one-on-one communication with key stakeholders.									
<b>Task</b> 5. Using the available surveys, gap analysis, and other information, the TDMC will develop a thorough impact/risk assessment for the IT change process needed to implement an effective IT change management strategy.	In Progress	5. Using the available surveys, gap analysis, and other information, the TDMC will develop a thorough impact/risk assessment for the IT change process needed to implement an effective IT change management strategy.	12/01/2015	03/31/2016	12/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 6. The AMCH PMO and the TDMC will work with key stakeholders to define the needed workflows and processes for authorizing and implementing IT changes across the PPS.	In Progress	6. The AMCH PMO and the TDMC will work with key stakeholders to define the needed workflows and processes for authorizing and implementing IT changes across the PPS.	12/01/2015	03/31/2016	12/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 7. TDMC will develop a monthly monitoring protocol to ensure the success of the IT change management process.	In Progress	7. TDMC will develop a monthly monitoring protocol to ensure the success of the IT change management process.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 8. TDMC will present the change management strategy to the Executive Committee of the PAC and PPS Board for approval prior to dissemination and implementation.	In Progress	8. TDMC will present the change management strategy to the Executive Committee of the PAC and PPS Board for approval prior to dissemination and implementation.	03/01/2016	03/31/2016	03/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 9. The TDMC and PMO will make the approved IT Change Management Strategy available to the PPS stakeholders including users.	In Progress	9. The TDMC and PMO will make the approved IT Change Management Strategy available to the PPS stakeholders including users.	03/30/2016	03/31/2016	03/30/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Milestone #3</b> Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	In Progress	Roadmap document, including current state assessment and workplan to achieve effective clinical data sharing and interoperable systems where required. The roadmap should include: -- A governance framework with overarching rules of the road for interoperability and clinical data sharing; -- A training plan to support the successful implementation of new platforms and processes; and -- Technical standards and implementation guidance for sharing and using a common clinical data set -- Detailed plans for establishing data exchange agreements between all providers within the PPS, including care	06/01/2015	06/30/2016	06/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
		management records (completed subcontractor DEAs with all Medicaid providers within the PPS; contracts with all relevant CBOs including a BAA documenting the level of PHI to be shared and the purpose of this sharing).							
<b>Task</b> 1. The TDMC will define the IT current state including network capability for clinical data sharing and system interoperability in alignment with each of the eleven projects.	In Progress	1. The TDMC will define the IT current state including network capability for clinical data sharing and system interoperability in alignment with each of the eleven projects.	06/01/2015	12/31/2015	06/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. Concurrently with step 3 of the previous milestone, the TDMC will collaborate with the WCC and workforce-training vendor to develop a plan to conduct required training to support new IT platforms and processes	In Progress	2. Concurrently with step 3 of the previous milestone, the TDMC will collaborate with the WCC and workforce-training vendor to develop a plan to conduct required training to support new IT platforms and processes.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. The TDMC will work with the Clinical and Quality Affairs committee to define and establish technical standards and implementation guidelines for the use of a common clinical data set based on Domain 1-3 requirements for each of the eleven projects.	In Progress	3. The TDMC will work with the Clinical and Quality Affairs committee to define and establish technical standards and implementation guidelines for the use of a common clinical data set based on Domain 1-3 requirements for each of the eleven projects.	09/01/2015	03/31/2016	09/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 4. The AMCH PPS PMO will develop contractual language regarding the obligation to seek patient consent to data exchange, as legally required, and agreement by providers to use technical, IT, and clinical data set standards to achieve care coordination and meet project implementation goals. This language will include DEAA compliance, security protections for PHI, and appropriate PHI access for entities such as CBOs. This language will be included in contracts with all providers including CBOs.	In Progress	4. The AMCH PPS PMO will develop contractual language regarding the obligation to seek patient consent to data exchange, as legally required, and agreement by providers to use technical, IT, and clinical data set standards to achieve care coordination and meet project implementation goals. This language will include DEAA compliance, security protections for PHI, and appropriate PHI access for entities such as CBOs. This language will be included in contracts with all providers including CBOs.	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 5. The TDMC and PMO will evaluate participating provider business continuity plans, data privacy controls, and transition plans for	In Progress	5. The TDMC and PMO will evaluate participating provider business continuity plans, data privacy controls, and transition plans for data integration and connectivity to ensure standards are met and maintained across the PPS.	12/01/2015	03/31/2016	12/01/2015	03/31/2016	03/31/2016	DY1 Q4	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
data integration and connectivity to ensure standards are met and maintained across the PPS.									
<b>Task</b> 6. The TDMC will present the final roadmap to the Executive Committee of the PAC for review and approval.	In Progress	6. The TDMC will present the final roadmap to the Executive Committee of the PAC for review and approval.	06/01/2016	06/30/2016	06/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Milestone #4</b> Develop a specific plan for engaging attributed members in Qualifying Entities	In Progress	PPS plan for engaging attributed members in Qualifying Entities, signed off by PPS Board. The plan should include your approach to outreach into culturally and linguistically isolated communities.	11/01/2015	06/30/2016	11/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
<b>Task</b> 1. AMCH PMO in collaboration with HIXNY will identify the baseline number and percentage of attributed patients who have provided consent for HIXNY data sharing, as well as participating providers in the PPS network connected to HIXNY.	In Progress	1. AMCH PMO in collaboration with HIXNY will identify the baseline number and percentage of attributed patients who have provided consent for HIXNY data sharing, as well as participating providers in the PPS network connected to HIXNY.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. AMCH PMO will create a PDSA plan for attributed patient engagement that will utilize community navigators and actively engaged CBOs for outreach and educational purposes. This plan will outline strategies for engaging, educating, and facilitating the completion of HIXNY consent forms by the attributed population.	In Progress	2. AMCH PMO will create a PDSA plan for attributed patient engagement that will utilize community navigators and actively engaged CBOs for outreach and educational purposes. This plan will outline strategies for engaging, educating, and facilitating the completion of HIXNY consent forms by the attributed population.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 3. AMCH PMO in collaboration with the CCHLC will utilize the Community Needs Assessment and other relevant data sources to identify and target patient communities that are culturally and linguistically isolated. A pilot CBO location will be selected to implement the PDSA action plan based on the above findings.	In Progress	3. AMCH PMO in collaboration with the CCHLC will utilize the Community Needs Assessment and other relevant data sources to identify and target patient communities that are culturally and linguistically isolated. A pilot CBO location will be selected to implement the PDSA action plan based on the above findings.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 4. Based on the success of the above mentioned PDSA plan, the AMCH PMO will finalize a PPS-wide plan, including participating providers as well as CBOs, to engage all	In Progress	4. Based on the success of the above mentioned PDSA plan, the AMCH PMO will finalize a PPS-wide plan, including participating providers as well as CBOs, to engage all	04/20/2016	06/30/2016	04/20/2016	06/30/2016	06/30/2016	DY2 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
wide plan, including participating providers as well as CBOs, to engage all attributed members who have not yet completed a HIXNY consent form identified in previous steps.		attributed members who have not yet completed a HIXNY consent form identified in previous steps.							
<b>Task</b> 5.This plan will be presented to the Executive Committee of the PAC and the PPS Board for review and approval.	In Progress	5.This plan will be presented to the Executive Committee of the PAC and the PPS Board for review and approval.	06/01/2016	06/30/2016	06/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Milestone #5</b> Develop a data security and confidentiality plan.	In Progress	Data security and confidentiality plan, signed off by PPS Board, including: -- Analysis of information security risks and design of controls to mitigate risks -- Plans for ongoing security testing and controls to be rolled out throughout network.	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. The AMCH PMO will collect current data security protocols as well as confidentiality plans of key stakeholder organizations.	Completed	1. The AMCH PMO will collect current data security protocols as well as confidentiality plans of key stakeholder organizations.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. The AMCH PMO will enlist the expertise of TDMC participants for best practice sharing in order to align data security plan priorities as necessary.	In Progress	2. The AMCH PMO will enlist the expertise of TDMC participants for best practice sharing in order to align data security plan priorities as necessary.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. AMCH PMO in collaboration with the TDMC, will assess PPS-wide security risks and controls including: information owner, information collection systems, user roles, identity assurance levels for each user and transactions they can perform, documentation of potential consequences for failures, identify assurance impact levels, and sign off.	In Progress	3. AMCH PMO in collaboration with the TDMC, will assess PPS-wide security risks and controls including: information owner, information collection systems, user roles, identity assurance levels for each user and transactions they can perform, documentation of potential consequences for failures, identify assurance impact levels, and sign off.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. The TDMC will establish and create a centralized data security plan and confidentiality plan to comply with the DEAA and addendum and other state and federal policies, regulations and requirements as they pertain to data	In Progress	4. The TDMC will establish and create a centralized data security plan and confidentiality plan to comply with the DEAA and addendum and other state and federal policies, regulations and requirements as they pertain to data	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
security, and confidentiality of protected patient information. This will include security testing protocols, controls and standards to mitigate risks for ongoing data security throughout the PPS IT infrastructure. Compliance with policies and procedures will be monitored on an ongoing basis.		mitigate risks for ongoing data security throughout the PPS IT infrastructure. Compliance with policies and procedures will be monitored on an ongoing basis.							
<b>Task</b> 5. AMCH PMO will seek approval of the security policies, assessment and data security and confidentiality plan by the Executive Committee of the PAC; approval of the security and confidentiality plan by the PPS Board.	In Progress	5. AMCH PMO will seek approval of the security policies, assessment and data security and confidentiality plan by the Executive Committee of the PAC; approval of the security and confidentiality plan by the PPS Board.	03/01/2016	03/31/2016	03/01/2016	03/31/2016	03/31/2016	DY1 Q4	

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Perform current state assessment of IT capabilities across network, identifying any critical gaps, including readiness for data sharing and the implementation of interoperable IT platform(s).	
Develop an IT Change Management Strategy.	
Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Develop a specific plan for engaging attributed members in Qualifying Entities	
Develop a data security and confidentiality plan.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
<b>Milestone #1</b>	Pass & Ongoing	
<b>Milestone #2</b>	Pass & Ongoing	
<b>Milestone #3</b>	Pass & Ongoing	
<b>Milestone #4</b>	Pass & Ongoing	
<b>Milestone #5</b>	Pass & Ongoing	This milestone is Pass and Ongoing pending final review of security workbooks by DOH.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 5.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 5.3 - Major Risks to Implementation & Risk Mitigation Strategies

##### Instructions :

Please describe the key challenges or risks that you foresee in creating and implementing your IT governance structure, your plans for data sharing across your network, your approach to data security and confidentiality, and the achievement of the milestones described above, including the potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

There are several risks to implementation within the IT system and process domain. The sheer number of different vendors, systems, EHRs, protocols, and policies already in place that will need to evolve into one interoperable system will be a challenge. Overlapping PPSs and the complex current state of IT infrastructure will add to the difficulties of creating a centralized IT platform utilized by partnering providers. Extraordinary efforts will need to be made to mitigate these risks and integrate the disparate systems to achieve the goals of DSRIP. Mitigation strategies include leadership buy-in, adequate resourcing, and innovative technological solutions. AMCH PPS has ensured that leadership is engaged at the highest levels of the AMCH structure which will provide authoritative insight into the changes, systems and policies that are involved. IT collaboration with AHI and AFBHC through the ongoing efforts of the KPMG led TOM pilot project may mitigate this risk. Capital funds have also been requested to develop comprehensive technological solutions that will address these risks. The failure to fund these capital projects will place these mitigation strategies in jeopardy.

The AMCH PPS is concerned about the integrity of the data that will be provided from the MAPP System and Salient Interactive Miner. A risk exists regarding the sufficiency of the data that will be provided. AMCH will engage participating providers to assist them in making sure that data in all systems they are responsible for is as accurate and complete as possible.

Another risk that exists is the ability of the State to provide sufficient data in a timely manner. Data is the driver that allows organizations to identify the needed interventions. The State's addition of higher levels of security further restricts the PPS ability to use the data effectively to meet the goals of DSRIP. Without this data, PPS organizations will be restricted in their ability to risk stratify patient level data which can negatively impact projects that will depend on this data for implementation. To mitigate this risk, AMCH PPS will continue to pursue alternative IT solutions outside of the realm of NYS DOH provided data, which will facilitate risk stratification and other data analytics as needed for project implementation.

The current structure and capability of HIXNY to provide data in a useful manner across the spectrum of providers is unclear. The unknown ability of the SHIN-NY to provide a working solution complicates this risk. To mitigate this risk AMCH PPS will work with HIXNY to identify capacity limitations and other potential barriers to timely and meaningful sharing of patient level data to actively engaged patients and participating providers.

Data security is always a risk. Our PPS will engage IT experts from across the PPS both internally and externally to develop PPS security safeguards and policies to mitigate the risk to make sure that available data is shared in an appropriate way with the minimum necessary data being moved through the system.

Each project relies on a successful IT strategy. Failure to provide a comprehensive IT structure capable of supporting PCMH development, care plan sharing, and population health management will impact the ability to achieve the outcome measure targets. Leadership buy-in, adequate staffing, equipment, application architecture, and capital funding all provide mitigation strategies.

#### IPQR Module 5.4 - Major Dependencies on Organizational Workstreams

##### Instructions :

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

The IT work stream is dependent on numerous other work streams including; clinical integration, financial sustainability, practitioner engagement, cultural competency and health literacy, workforce, governance, and population health. Clinical integration is the catalyst between the IT work stream and the project implementation activity required at a provider level. This would also include the ways in which practitioners are engaged in providing IT needs and identifying gaps across the PPS. Clinical integration is dependent upon IT for evaluation, connectivity, data exchange, reporting, care coordination, and quality improvement. Another interdependency between IT and clinical integration will be the need for clinicians to be engaged and provide sufficient feedback for IT to develop a system that will be widely adopted by clinicians across a broad spectrum of providers and provider types.

Financial sustainability has a mutual dependency on IT in that future funding relies upon IT solutions for milestone and metric reporting as well. IT is dependent on finance for the resources required to develop integrated system-wide solutions. IT also influences the roadmap to VBP ensuring sustainability for the endeavor. Finally implementation of the data security and confidentiality plan will mitigate risks to PHI exchanged throughout the PPS. IT security will be included in the IT Security Plan generated by the Financial Sustainability work stream.

IT solutions may be customized to meet member needs.

IT is dependent upon the workforce strategy work stream. As new technologies are developed and implemented, the WCC will work closely with our workforce vendor to ensure appropriate and timely training for all provider types utilizing these systems.

IT is dependent upon the Governance work stream. IT depends upon governance for review, approval, and authority to implement its strategic plan.

Population health is dependent upon IT for data gathering, reporting, and analysis at a dashboard level across the PPS. This information will routinely inform the PPS as it transforms the health of the communities it serves.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**☑ IPQR Module 5.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
AMCH PPS PMO IT Contact	Evan Brooksby, MBA	Liaison between IT Representatives of member organizations.
AMCH PPS Security Officer	Jeffrey Wilson	AMCH gatekeeper and Director of Data Security.
Privacy Officer	Noel Hogan	AMCH Compliance Officer.
AMC EVP CIO	George Hickman	IT Strategic Development.
AMC VP Information Services & Technology and Data Management Committee Chair	Mary Hand	Implementation of PPS IT Strategy.
Director of IS, Columbia Memorial Hospital	Bonnie Ratliff	Oversight of PPS IT Strategy.
AMCH PPS Medical Director	Kallanna Manjunath, MD	Clinical integration of IT strategy; HIXNY vice chair board member.
AMCH PPS Technology & Data Management Committee	Lead IT representation from Albany Medical Center Hospital, Columbia Memorial Hospital, Saratoga Hospital, Center for Disability Services & Center for Excellence in Aging & Community Wellness	Oversight of PPS IT Strategy and implementation.
PPS Board and PAC Executive Committee	PPS Board and PAC Executives	Review and approve IT change management strategy; PPS plan for engaging members in QEs; and data security and confidentiality plan.





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 5.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
AMCH PPS	Identify and manage resources	Executable Strategy and IT infrastructure.
Participating PPS Providers	Provide insight regarding IT needs	Organizational buy-in; implement IT strategy and roadmap.
<b>External Stakeholders</b>		
Alliance for Better Health Care PPS	Collaborator	Collaborative efforts; IT TOM Pilot facilitated by KPMG.
Adirondack Health Institute PPS	Collaborator	Collaborative efforts; IT TOM Pilot facilitated by KPMG.
HIXNY	Collaborator & Vendor	Effective, secure health information exchange in support of DSRIP goals.
IT Vendors (TBD)	Vendor	Care management, interoperability, population health & data analytics to support VBP.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**☑ IPQR Module 5.7 - Progress Reporting**

**Instructions :**

Please describe how you will measure the success of this organizational workstream.

AMCH PPS will use project management reporting and communication tools to monitor the progress towards project specific goals. This project reporting may include: tracking of the IT strategic plan including workforce alignment and training; IT change strategy, and IT budget, documentation of process and workflow demonstrating implementation of EHR across all partners; MU and PCMH level 3- tracking; documentation of patient engagement/ communication system; evidence of use of telemedicine or other remote monitoring services; evidence of implementation of specific workflows. This organizational work stream will be considered successful as it reaches the milestones established in the work plan. Further success will be measured as the IT infrastructure grows and rolls out to meet the needs of the PPS. Further milestones and measures of success will be defined as the project evolves.

**IPQR Module 5.8 - IA Monitoring**

**Instructions :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 06 – Performance Reporting**

**✔ IPQR Module 6.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Establish reporting structure for PPS-wide performance reporting and communication.	In Progress	Performance reporting and communications strategy, signed off by PPS Board. This should include: -- The identification of individuals responsible for clinical and financial outcomes of specific patient pathways; -- Your plans for the creation and use of clinical quality & performance dashboards -- Your approach to Rapid Cycle Evaluation	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. AMCH PMO will establish a clinical point of contact as well as a project management point of contact (PMO) responsible for communicating to participating providers regarding specific patient pathways.	Completed	1. AMCH PMO will establish a clinical point of contact as well as a project management point of contact (PMO) responsible for communicating to participating providers regarding specific patient pathways.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. AMCH PMO will perform a detailed gap analysis of State-provided data via the MAPP tool to determine additional data elements necessary for quarterly reporting.	Completed	2. AMCH PMO will perform a detailed gap analysis of State-provided data via the MAPP tool to determine additional data elements necessary for quarterly reporting.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 3. AMCH PMO will ensure data security and privacy through contracting, business associate agreements, and data use agreements from all participating providers. We will ensure partner awareness of HIPAA Privacy/ Security Rules and Regulations.	In Progress	3. AMCH PMO will ensure data security and privacy through contracting, business associate agreements, and data use agreements from all participating providers. We will ensure partner awareness of HIPAA Privacy/ Security Rules and Regulations.	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 4. AMCH PMO will define processes to provide	In Progress	4. AMCH PMO will define processes to provide access to state provided Medicaid confidential data to PPS Providers	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
access to state provided Medicaid confidential data to PPS Providers and organizations, and will establish and implement policies and procedures as required by the DEAA Agreement and addendums.		and organizations, and will establish and implement policies and procedures as required by the DEAA Agreement and addendums.							
<b>Task</b> 5. Utilizing commercially available project management software and MAPP tool reporting, AMCH PMO will define and develop PPS-wide performance reporting systems for both clinical and project specific indicators based on standardized care practices and other required Domain 1 metrics.	In Progress	5. Utilizing commercially available project management software and MAPP tool reporting, AMCH PMO will define and develop PPS-wide performance reporting systems for both clinical and project specific indicators based on standardized care practices and other required Domain 1 metrics.	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 6. AMCH PMO will establish reporting structures for both claims-based and non-claims based metrics.	In Progress	6. AMCH PMO will establish reporting structures for both claims-based and non-claims based metrics.	11/01/2015	03/31/2016	11/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 7. AMCH PMO will integrate and utilize Salient Interactive Miner, State DSRIP Dashboards, MAPP, and internal PPS-wide performance reporting systems to create dashboards for distribution to the AMCH Executive Steering Committee (PPS Board) and other AMCH PPS governance committees, the PPS, its providers and the public.	In Progress	7. AMCH PMO will integrate and utilize Salient Interactive Miner, State DSRIP Dashboards, MAPP, and internal PPS-wide performance reporting systems to create dashboards for distribution to the AMCH Executive Steering Committee (PPS Board) and other AMCH PPS governance committees, the PPS, its providers and the public.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Milestone #2</b> Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting.	In Progress	Finalized performance reporting training program.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
<b>Task</b> 1. AMCH PMO will conduct a complete analysis of PPS organizations to determine training needs on topics such as clinical quality, performance reporting, data for quality improvement, and others as needed. They will then work with partner groups, professional groups and identified leaders from each area of expertise to	In Progress	1. AMCH PMO will conduct a complete analysis of PPS organizations to determine training needs on topics such as clinical quality, performance reporting, data for quality improvement, and others as needed. They will then work with partner groups, professional groups and identified leaders from each area of expertise to help establish appropriate metrics.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
help establish appropriate metrics.									
<b>Task</b> 2. AMCH PMO will develop training materials that address identified needs specifically related to standardized clinical quality measures across PPS.	In Progress	2. AMCH PMO will develop training materials that address identified needs specifically related to standardized clinical quality measures across PPS.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 3. AMCH PMO will identify best practices and highlight success stories by presenting them at our quarterly face-to-face PAC meetings to encourage adoption by other providers.	In Progress	3. AMCH PMO will identify best practices and highlight success stories by presenting them at our quarterly face-to-face PAC meetings to encourage adoption by other providers.	02/01/2016	06/30/2016	02/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 4. AMCH PMO will roll-out training based on identified metrics to key champion providers. These champions will be compensated for training other PPS Providers.	In Progress	4. AMCH PMO will roll-out training based on identified metrics to key champion providers. These champions will be compensated for training other PPS Providers.	03/01/2016	06/30/2016	03/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 5. AMCH PMO will evaluate re-training needs and frequency of future trainings based on Workforce Coordinating Council recommendations.	In Progress	5. AMCH PMO will evaluate re-training needs and frequency of future trainings based on Workforce Coordinating Council recommendations.	05/01/2016	06/30/2016	05/01/2016	06/30/2016	06/30/2016	DY2 Q1	

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Establish reporting structure for PPS-wide performance reporting and communication.	
Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 6.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✔ IPQR Module 6.3 - Major Risks to Implementation & Risk Mitigation Strategies**

**Instructions :**

Please describe the key challenges or risks that you foresee in implementing performance reporting structures and processes and effective performance management within your network, including potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

The AMCH PPS has a wide variety of E.H.R. systems as well as a range of HIXNY connectivity. This leads to a unique challenge of implementation to bring all participating organizations up to the same level of readiness to best prepare for performance reporting and training when necessary. Performance report training will need to concurrently run with standardization of clinical protocols. If providers are not fully engaged in the process, they can quickly fall behind and put multiple organizations at risk of not meeting performance goals. Our Clinical and Quality Affairs Committee and PAC Executive Committee will be the critical bodies for overseeing these activities and advancing engagement and on time performance throughout the span of DSRIP. AMCH PPS will also design and rely upon bonus payments based on quality performance and reporting to prompt provider participation, consistent with all regulatory requirements.

An additional risk is related to the lack of data for performance reporting purposes. To mitigate this risk we will provide patient level data to relevant providers. We may also utilize the MAPP tool and other resources to ensure data metrics are available on a quarterly basis. If data is still incomplete or inaccurate due to issues beyond our control, this risks success across the entire PPS network. To mitigate this, we will attempt to create alternative sources of accurate and timely data for performance reporting purposes.

**✔ IPQR Module 6.4 - Major Dependencies on Organizational Workstreams**

**Instructions :**

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

Our success with Performance Reporting has a significant reliance on IT Systems and Processes, the Executive PAC, as well as our Clinical Performance Team. Clinical performance measures and guidelines will be an important factor in streamlining best practices while meeting important reporting milestones. Our IT infrastructure is also critical to success. While leveraging State provided data, we will also need to incorporate our own IT Systems and protocols across the entire PPS for reporting success. Performance reporting will rely on a streamlined reporting process across the PPS and the availability of data at the patient level. AMCH PPS Security and Privacy Officers will disseminate security and privacy policies and procedures and undertake training and awareness efforts to prompt compliance to protect the confidentiality of shared data. Compliance will also be reinforced by provisions in the partner agreement. PPS organizations will be efficiently trained in data reporting, data management, data privacy, as well as clinical guidelines and protocols. The Executive PAC will review and approve monthly dashboard reports and assess outliers in need of further training.





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 6.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
PPS Board	Ferdinand Venditti, MD, Vice Dean for Clinical Affairs	Oversee performance reporting and performance in PPS projects; approve performance reporting and communications strategies.
AMCH PPS Project Management Office	George Clifford, PhD	Responsible for oversight and implementation of all 11 projects. This includes performance reporting structure, training, and implementation.
Clinical and Quality Affairs Committee	Kallanna Manjunath, MD	Develop or review and approve quality dashboards, and review RCE data and analysis.
Clinical Quality Team Lead	James Desemone, MD	Responsible for identifying or developing standardized clinical protocols and working with project committees and partners to implement protocols across the entire PPS.
Technology & Data Management Committee/IT Team Lead	Mary Hand	Provide support, expertise and management for TDMC. Facilitate and support IT implementation and steps to advance IT strategy, data reporting and data sharing to achieve DSRIP goals; facilitate and oversee updates to all IT systems and support overall IT infrastructure.
Financial Committee Lead	Finance Committee Chair - William Hasselbarth	Oversee development and implementation of processes and standards for financial performance reporting across the PPS as well as analysis of financial performance.
Medical Director AMCH PPS	Kallanna Manjunath, MD	Lead process to develop or forge consensus on and implement standardized clinical care practices to align with reporting requirements and measurement objectives.
Data Analytic Team	PMO	Dashboard, quarterly, milestone and progress reporting for PPS network.
AMCH Compliance Officer	Noel Hogan, PhED CPA	Promote compliance with federal and state privacy laws and oversee implementation of PPS privacy policies for PPS projects and data sharing; implement DEAA privacy requirements; oversee training in data management and data privacy.
AMCH PPS Security Officer	Jeffrey Wilson	Promote implementation of PPS security policies across the provider network in relation to data exchange through HIXNY and other IT platforms used or developed for medical information data exchange.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 6.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
IT Department	Reporting and IT System maintenance	Overall tech support, IT infrastructure maintenance/troubleshooting, installation and upgrades as necessary.
AMCH PPS Project Management Office (PMO)	Provide leadership and direction for all performance reporting functions	Generate reports for internal and external purposes as required.
AMC Compliance Department	Development and implementation of the comprehensive compliance plan	Develop standardized contract language and monitor provider performance in relation to requirements of the code of conduct.
Finance Department	Overall reporting and monitoring responsibility for ensuring that funds are disbursed consistent with financial policies	Monthly financial reports, desk audit eligibility expense control, payroll distribution, documentation for audit and AP/AR.
PPS Board	Review and approve performance reporting	Approve performance reporting and communication strategies.
Participating PPS Providers	Ensure proper reporting at the provider level	Generate monthly reports and related PHI as required by project implementation, protocols, and metrics, governance oversight, and contract; communicate data as needed within their own organizations for improvement.
AMCH Executive Steering Committee	Set policy, approve performance reporting and communication strategy, provide liaison to AMC BOD, and oversee activities of the PMO	Approve performance reporting and communication strategies.
Executive (Project Advisory Committee) PAC	Policy-making group and decision-making body	Responsibility to accept or request revision of clinical standards of care, reporting structures, as well as recognize best practices within the PPS.
<b>External Stakeholders</b>		
NYSDOH	Ensure Medicaid claims data is reported accurately and in a timely manner consistent with regulatory reporting requirements	Quality data for the PPS to analyze at the patient level in real time.



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 6.7 - IT Expectations

##### Instructions :

Please clearly describe how the development of shared IT infrastructure across the PPS will support your approach to performance reporting.

Initially we will need to utilize existing IT infrastructures within our PPS, including but not limited to, E.H.R. systems, Care Management software, and population health registries, as well as Salient Interactive Miner, DSRIP Dashboards, and the MAPP tool for performance reporting purposes. We will utilize state provided templates to facilitate early DSRIP reporting. Our IT team will work closely with our Clinical and Quality Affairs Committee to help streamline reporting needs and ultimately implement and utilize a robust reporting system across the entire PPS. We will also leverage IT support staff to ensure any technical glitches or vital data errors are addressed in real time to avoid delays in reporting. Ultimately we understand the importance of one comprehensive system in order to streamline reporting across the entire PPS Network. We will work within the MAPP CIO Steering Committee in order to move this process forward and to help create a single point of data across our network. We will establish and maintain an AMCH DSRIP Support IT Team to address any questions from partnering providers once this system is in place. We will also utilize commercially available software for project management activities including the creation of progress reports for internal and external purposes.

#### IPQR Module 6.8 - Progress Reporting

##### Instructions :

Please describe how you will measure the success of this organizational workstream.

AMCH's PPS will collect performance data electronically from all participating providers on a quarterly basis to measure provider performance. AMCH will be assisted by project management software for this purpose. Evaluations will be administered prior to project implementation along with definitive project goals, and producing a gap-analysis which will be used to evaluate success of project performance. Additional documentation related to training programs will be provided to demonstrate up-take of training and completion rates. Success of this metric will be measured by the total number of participants that receive training or re-training. Timely reporting, as set forth in the plan, will be used as an achievement indicator in this organization work stream. We will also monitor access and usage of state-provided data by PPS providers and organizations as evidence that the providers are utilizing the data as a baseline for their gap-analysis upon approval of the PPSs data security plan by the NYSDOH. Specific gaps that are identified in the project plans will be monitored on an ongoing basis and reported on at least quarterly. To assist the community and to demonstrate transparency, documents and recorded sessions will be available on our public domain website for review. To the extent possible, we will also provide documented summaries of meetings between our PPS and the overlapping PPSs to demonstrate our efforts to collaborate and cooperate on various initiatives.

#### IPQR Module 6.9 - IA Monitoring



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Instructions :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 07 – Practitioner Engagement**

**✓ IPQR Module 7.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Develop Practitioners communication and engagement plan.	In Progress	Practitioner communication and engagement plan. This should include: -- Your plans for creating PPS-wide professional groups / communities and their role in the PPS structure -- The development of standard performance reports to professional groups --The identification of profession / peer-group representatives for relevant governing bodies, including (but not limited to) Clinical Quality Committee	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. Appoint AMCH PPS 'Practitioner Champions'	Completed	1. Appoint AMCH PPS 'Practitioner Champions' to represent: o Key professional groups (physicians, nurses, behavioral health specialists, community health workers etc.) o Geographic areas (Albany, Saratoga, Warren, Columbia, and Greene Counties) o This group will represent the interests and views of practitioners to the PAC Executive Committee and represent the Executive Committee's views to the various communities of practitioners. The Practitioner Champions will take an active role in the design and implementation of new clinical systems required for providing effective patient care and achieving positive health outcomes. The Champions of the practitioner groups will sit on the Clinical and Quality Affairs Committee and will be the leads for their respective professional peer groups.	06/01/2015	09/30/2015	06/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. Clinical and Quality Affairs Committee will develop a draft communication and engagement	Completed	2. Clinical and Quality Affairs Committee will develop a draft communication and engagement plan, including:	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
plan.		<ul style="list-style-type: none"> <li>o Structures and processes for two-way communication between front-line practitioners and the Governance of the PPS – using the Practitioner Champions as a key line for this communication.</li> <li>o Processes for managing grievances transparently, rapidly and effectively.</li> <li>o High-level approach to the use of learning collaborative.</li> <li>o Other forums for practitioners to discuss, collaborate, and shape how DSRIP will affect their practices.</li> </ul>							
<b>Task</b> 3. As part of the development of the plan, a consultation process will be established with Practitioner Champions regarding a communication/engagement strategy and their role in the DSRIP transformative process.	Completed	3. As part of the development of the plan, a consultation process will be established with Practitioner Champions regarding a communication/engagement strategy and their role in the DSRIP transformative process.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. Build out practitioner support services designed to help practitioners and healthcare organizations evaluate their operations in anticipation of needed changes.	Completed	4. Build out practitioner support services designed to help practitioners and healthcare organizations evaluate their operations in anticipation of needed changes.	09/01/2015	09/30/2015	09/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 5. Present finalized practitioner communication and engagement plan to the PAC Executive Committee and the PAC for approval.	In Progress	5. Present finalized practitioner communication and engagement plan to the PAC Executive Committee and the PAC for approval.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Milestone #2</b> Develop training / education plan targeting practitioners and other professional groups, designed to educate them about the DSRIP program and your PPS-specific quality improvement agenda.	In Progress	Practitioner training / education plan.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	NO
<b>Task</b> 1. Working in collaboration with the clinical and administrative leadership at participating organizations, identify "Practitioner Champions" at each organization and professional group. These identified Champions will be "appointed" based on contractual execution with funded participating provider organizations.	In Progress	1. Working in collaboration with the clinical and administrative leadership at participating organizations, identify "Practitioner Champions" at each organization and professional group. These identified Champions will be "appointed" based on contractual execution with funded participating provider organizations.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Task</b> 2. Educate Practitioner Champions and organizational leadership on core goals of DSRIP, potential benefits of participation, AMCH PPS project objectives and quality improvement initiatives. Other potential elements of the training program include; achieving the IHI Triple AIM, improving patient care experience, improving population health, reducing per capita costs, and developing patient-centered care delivery models. Finally the education module will address DSRIP project delivery components including VBP, case management, and clinical integration.	In Progress	2. Educate Practitioner Champions and organizational leadership on core goals of DSRIP, potential benefits of participation, AMCH PPS project objectives and quality improvement initiatives. Other potential elements of the training program include; achieving the IHI Triple AIM, improving patient care experience, improving population health, reducing per capita costs, and developing patient-centered care delivery models. Finally the education module will address DSRIP project delivery components including VBP, case management, and clinical integration.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. Leverage Practitioner Champions in collaboration with the Workforce Coordinating Council to identify the educational needs of practitioners and staff and develop an appropriate training/education plan. This plan will include core goals, financial expectations and transformation, clinic operational assessment and efficiency, action steps for the 11 DSRIP projects, clinical accountability, and performance data reporting and evaluation.	In Progress	3. Leverage Practitioner Champions in collaboration with the Workforce Coordinating Council to identify the educational needs of practitioners and staff and develop an appropriate training/education plan. This plan will include core goals, financial expectations and transformation, clinic operational assessment and efficiency, action steps for the 11 DSRIP projects, clinical accountability, and performance data reporting and evaluation.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. Identify one organization to pilot the training module utilizing the PDSA approach to test the effectiveness of the training plan.	In Progress	4. Identify one organization to pilot the training module utilizing the PDSA approach to test the effectiveness of the training plan.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 5. The PAC Executive Committee will approve a final training plan to engage practitioners across the PPS in understanding the key goals and deliverables of DSRIP over its 5 year duration.	In Progress	5. The PAC Executive Committee will approve a final training plan to engage practitioners across the PPS in understanding the key goals and deliverables of DSRIP over its 5 year duration.	10/30/2015	12/31/2015	10/30/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 6. Encourage practitioner organizations to share PPS objectives with their consumers and solicit feedback.	In Progress	6. Encourage practitioner organizations to share PPS objectives with their consumers and solicit feedback.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Task</b> 7. Make appropriate modifications to the plan and train additional practitioners and staff providing care at remaining participating practitioner organizations.	In Progress	7. Make appropriate modifications to the plan and train additional practitioners and staff providing care at remaining participating practitioner organizations.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 8. Implement a PDSA approach to obtain necessary feedback from the participants and make appropriate changes to the training model.	In Progress	8. Implement a PDSA approach to obtain necessary feedback from the participants and make appropriate changes to the training model.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 9. Submit quarterly report to CQAC with the information on the description of the training programs delivered, participant-level data, participant feedback and proposed changes to the plan and training outcomes.	In Progress	9. Submit quarterly report to CQAC with the information on the description of the training programs delivered, participant-level data, participant feedback and proposed changes to the plan and training outcomes.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Develop Practitioners communication and engagement plan.	
Develop training / education plan targeting practioners and other professional groups, designed to educate them about the DSRIP program and your PPS-specific quality improvement agenda.	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #1</b>	Pass & Ongoing	
<b>Milestone #2</b>	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 7.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 7.3 - Major Risks to Implementation & Risk Mitigation Strategies**

**Instructions :**

Please describe the current level of engagement of your physician community in the DSRIP program and describe the key challenges or risks that you foresee in implementing your plans for physician engagement and achieving the milestones described above. Describe any potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

The primary risk to the implementation of the practitioner engagement strategy is the practitioners' ability to take an active role in the design and development of the strategy. Factors that may hinder their participation include availability of protected time away from direct patient care, lack of needed institutional support for their engagement, unwillingness to change their practice pattern and previous experience with the local healthcare initiatives. To mitigate the risk, we will:

- Engage appropriate key stakeholders from senior clinical and administrative leadership to get their buy-in, commitment and identify interested Practitioner Champions from their organizations to participate in the implementation of the strategy.
- Structure training programs to meet the needs of the practitioners working in small and large practices.
- Work to align financial incentives available to the practices with their ability and willingness to assist the PPS with the implementation of this strategy.
- Provide free continuing education credit for course completion consistent with standards as an incentive to providers.
- Provide support, both technical and financial, to assist with the transition to value based purchasing.
- Serve as a link to facilitate coordination and collaboration between CBOs and providers at the practice and hospital level

The second risk is our partners' ability to develop ongoing trainings within their practices and organizations to orient and train new staff when they are recruited to support the initiatives. Our Workforce Transformation Strategy involves significant redeployment and recruitment of new staff who will need to be trained on their role in the redesigned model of care. The approach will ensure that the core behaviors and practices of our DSRIP program remain embedded within organizations. To mitigate this risk, we will:

- In collaboration with the Workforce Coordinating Council, utilize Practitioner Champions to identify staff who will be involved in a 'train the trainer' approach as part of the training and education program.
- Develop electronic and printed training materials that will continue to engage practitioners and staff in the DSRIP program.

The third risk is the potential for resistance to changes in clinical pathways and new ways of working. Managing this risk is the core role of the 'Practitioner Champions' including key specialists who are part of our PPS. Key elements of our approach to addressing this issue include:

- Evidence-based change – in all of our communications about the overarching DSRIP program, the specific projects and initiatives we are undertaking, we will articulate the evidence base case studies of similar successful initiatives. We believe this will be particularly powerful when the case studies are from New York State, so we intend to use the MRT Innovation exchange (MIX) platform to identify examples of best practice.
- University at Albany School of Public Health will evaluate practitioner engagement strategies to help identify what works best in adopting new ways of working and overcoming cultural resistance.

**✓ IPQR Module 7.4 - Major Dependencies on Organizational Workstreams**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Instructions :**

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

This work stream is interdependent with nearly every other work stream; however, the biggest interdependency is with clinical integration.

- All affected practitioners must be engaged in the DSRIP process in order for them to value – and support – the clinical integration of our PPS. To ensure coordinated efforts in these two areas, some of the core elements of our approach to practitioner engagement and clinical integration, including the development of professional peer groups and teams, play a central role in the implementation of the practitioner engagement strategy.
- The role of the Practitioner Champions is central to our plans for practitioner engagement. It is important that they are able to play the role we intend them to play in the governance structure – advocating to the Executive Body on behalf of the practitioners they represent and communicating information back down to those practitioners effectively. To this end, our practitioner engagement is dependent on an effective governance structure and processes.
- Our plans for practitioner engagement depend on effective, rapid and easy-to-access communications tools. We intend to use the MIX platform to facilitate communication and best practice sharing between practitioners working in different provider organizations.
- The success of practitioner engagement depends on timely and accurate information and is therefore linked to our strategies in information and data management, which include reports on trainings completed, pre and post test evaluations and the formal adoption of best practice guidelines, etc.
- Practitioner engagement is also linked to appropriate incentives such as freeing up time for training and other purposes by compensating organizations for lost revenue and improved performance.
- In collaboration with neighboring PPSs and with the workforce training and development strategy, practitioner engagement is dependent upon successful training of the workforce.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**☑ IPQR Module 7.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
Clinical and Quality Affairs Committee	Committee members	Develop clinical communication and practitioner engagement plan.
Medical Director AMCH PPS	Kallanna Manjunath, MD	Clinical and Quality plan development: Practitioner engagement, staff training, and care management protocols.
AMCH PPS Project Management Office (PMO)	George Clifford, PhD	Responsible for oversight and implementation of all 11 projects. Facilitate the implementation of the operational objectives of the practitioner engagement plan.
Practitioner Steering Committee	Practitioner champions representing participating organizations	Take an active role in practitioner engagement and staff buy-in at participating organizations.
RN Coordinator	Tara Foster, RN, MS	Facilitate implementation of the clinical objectives of the practitioner engagement plan and act as a liaison between clinical support staff and Clinical and Quality Affairs committee.
Medical Social Worker	To be recruited	Facilitate engagement of PPS Behavioral health practitioners and act as a liaison between BH practitioners and Clinical and Quality Affairs committee.
Behavioral Health Providers	Victoria Balkoski, MD	Facilitate Behavioral Health Provider engagement and integration on behalf of the AMC Faculty Practice and affiliated BH providers across the network.
Workforce Coordinating Council	Evan Brooksby, MBA	Work in collaboration with workforce vendor to develop and provide training.
PAC Executive Committee and PAC	PAC Executive Committee	Review and approve the clinical communication and engagement plan.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 7.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
Ferdinand Venditti, MD, Vice Dean of Clinical Affairs at AMC	Executive Steering Committee Leadership	Project oversight and risk remediation.
James Desemone, MD	Director of Quality Improvement	Manage efforts of the quality subcommittee under the direction of the DSRIP Medical Director.
Victoria Balkoski, MD	Leadership within the Department of Psychiatry and across affiliated BH providers	Active engagement of key physician staff in the Department of Psychiatry and affiliated providers.
All AMCH PPS Practitioners	Participants	Engage in AMCH PPS projects, action plans and deliverables.
Community-Based AMCH PPS Behavioral Health Providers	Participants	Engage in AMCH PPS projects, action plans and deliverables.
Medical Directors or designees from PPS Member organizations	Site champions for practitioner engagement	Engage providers at their institutions in transformational efforts.
<b>External Stakeholders</b>		
HIXNY	RHIO	Promote and enhance interconnectivity across PPS practitioner organizations.
Professional Organizations (MSSNY, NYSNA, etc.)	Outreach	Promote DSRIP goals and objectives.
Labor Unions	Provide needed input and guidance	Assistance as needed to ensure PPS includes appropriate levels of input from workforce.
Healthy Capital District Initiative (HCDI)	Coordinate training needs with PHIP and SHIP	Coordinated curriculum and training schedule.
Adirondack Health Institute and The Alliance for Better Healthcare PPSs	As neighboring PPSs, collaborate regarding identification of training needs as well as the dissemination of materials	Coordination of training deliverables.
Patients and Families	Recipient of improved services	Feedback on access to clinical services
Workforce training Vendor TBD	Coordinating development of training plan	Provision of training including evaluation of outcomes.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 7.7 - IT Expectations**

**Instructions :**

Please clearly describe how the development of shared IT infrastructure across the PPS will support this particular workstream.

- Easy, accessible communication platforms to support communication between practitioners will be important for engaging them in DSRIP and for the sharing of best practice. This is true both within the AMCH PPS and between PPSs. We intend to develop a specific AMCH PPS portal on the MIX platform, potentially with sub-groups for various professional groups and for practitioners interested in specific projects.
- The ability for providers to share clinical information easily will also be important, not just for the improvements in clinical integration but also for the ongoing buy-in of individual practitioners. Therefore, it is important that the IT infrastructure, developed by the AMCH PPS IT Transformation Group, is in place quickly and developed with the input of Practitioner Champions.
- Improved IT infrastructure will also be important for the delivery of our practitioner engagement education and training materials. Our interactive provider map will give us insight into the provider organizations / sites where this will be a challenge.
- Successful electronic connections between provider groups will support practitioner engagement activities.

**✓ IPQR Module 7.8 - Progress Reporting**

**Instructions :**

Please describe how you will measure the success of this organizational workstream.

- The roll-out and attendance at the practitioner engagement programs will be an indicator of the reach of our practitioner engagement plan. We have set the target of delivering education & training face-to-face at 65% of provider organizations in our network and we will use this metric to monitor the progress of this work stream.
- In addition, we will monitor the attendance at practitioner training events. The design of these programs (DY1, Q4) will involve specific targets being set for the number of attendees per training, as well as questionnaires pre and post testing designed to assess impact (designed in collaboration with our Workforce Coordinating Council). Our Practitioner Champions will be responsible for generating interest and involvement in these training programs
- The use of our practitioner discussion forums on the MIX platform will be another indicator of the level of engagement of practitioners in the DSRIP program. The group representatives will report regularly to the Clinical & Quality Affairs Committee on the level of engagement (and coordination and integration) they see amongst the group they represent.
- The PPS will conduct annual surveys of provider satisfaction using standardized survey instruments through the National Research Corporation.
- Finally, practitioner engagement will be reported electronically based on the use of SAKAI which will capture time spent in module completion including pre and post test scores as surrogate measures.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 7.9 - IA Monitoring**

**Instructions :**





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 08 – Population Health Management**

**✓ IPQR Module 8.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Develop population health management roadmap.	In Progress	Population health roadmap, signed off by PPS Board, including: -- The IT infrastructure required to support a population health management approach -- Your overarching plans for achieving PCMH 2014 Level 3 certification in relevant provider organizations --Defined priority target populations and define plans for addressing their health disparities.	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
<b>Task</b> 1. AMCH PPS will conduct a detailed survey of participating providers to assess available data sets and registries. This survey will be used to evaluate potential disparities in care, quality indicators, patient demographics, and social determinants of health.	In Progress	1. AMCH PPS will conduct a detailed survey of participating providers to assess available data sets and registries. This survey will be used to evaluate potential disparities in care, quality indicators, patient demographics, and social determinants of health.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. Based on available data sets, AMCH PPS will create the framework for a population health dashboard for public reporting purposes. This framework will be reviewed and approved by the PAC Executive Committee.	In Progress	2. Based on available data sets, AMCH PPS will create the framework for a population health dashboard for public reporting purposes. This framework will be reviewed and approved by the PAC Executive Committee.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. AMCH PPS will collaborate with overlapping PPSs to create a detailed plan to maintain the regional comprehensive CNA. Updates to the CNA will be released as circumstances dictate.	In Progress	3. AMCH PPS will collaborate with overlapping PPSs to create a detailed plan to maintain the regional comprehensive CNA. Updates to the CNA will be released as circumstances dictate.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b>	In Progress	4. Based on the approved dashboard framework, AMCH PMO	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
4. Based on the approved dashboard framework, AMCH PMO will update the dashboard quarterly for the PPS and the public. This dashboard will be available electronically.		will update the dashboard quarterly for the PPS and the public. This dashboard will be available electronically.							
<b>Task</b> 5. AMCH PPS will establish a regional learning collaborative for PCMH certification training and technical support to assure all safety net provider sites are 2014 Level 3 certified by end of DY3.	In Progress	5. AMCH PPS will establish a regional learning collaborative for PCMH certification training and technical support to assure all safety net provider sites are 2014 Level 3 certified by end of DY3.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 6. AMCH PMO will define hotspot areas based on current CNA data. Hotspots will create targeted areas for PPS resource deployment including workforce.	In Progress	6. AMCH PMO will define hotspot areas based on current CNA data. Hotspots will create targeted areas for PPS resource deployment including workforce.	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 7. AMCH PPS's Clinical and Quality Affairs Committee will establish Population Health goals that reflect the State of New York Prevention Agenda (PHIP, SHIP, CHIP etc.) and address disparities in care.	In Progress	7. AMCH PPS's Clinical and Quality Affairs Committee will establish Population Health goals that reflect the State of New York Prevention Agenda (PHIP, SHIP, CHIP etc.) and address disparities in care.	03/01/2016	06/30/2016	03/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 8. AMCH PPS Consumer and Community Affairs Committee and Cultural Competency and Health Literacy Committee will jointly finalize the population health roadmap. It will be presented to the PAC Executive Committee and to the AMCH Executive Steering Committee (PPS Board).	In Progress	8. AMCH PPS Consumer and Community Affairs Committee and Cultural Competency and Health Literacy Committee will jointly finalize the population health roadmap. It will be presented to the PAC Executive Committee and to the AMCH Executive Steering Committee (PPS Board).	06/01/2016	06/30/2016	06/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Milestone #2</b> Finalize PPS-wide bed reduction plan.	In Progress	PPS Bed Reduction plan, signed off by PPS Board. This should set out your plan for bed reductions across your network, including behavioral health units/facilities, in line with planned reductions in avoidable admissions and the shift of activity from inpatient to outpatient settings.	11/01/2015	06/30/2016	11/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
<b>Task</b> 1. AMCH Clinical and Quality Affairs Committee will report data for hospital bed utilization, ED visits, and overall bed utilization across the PPS, with particular emphasis on nursing home bed	In Progress	1. AMCH Clinical and Quality Affairs Committee will report data for hospital bed utilization, ED visits, and overall bed utilization across the PPS, with particular emphasis on nursing home bed utilization (2.a.v).	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
utilization (2.a.v).									
<b>Task</b> 2. AMCH PMO will publish dashboard reports based on bed utilization.	In Progress	2. AMCH PMO will publish dashboard reports based on bed utilization.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. Dashboards will provide guidance to participating Hospitals, Emergency Departments, and Skilled Nursing Facilities to provide decision support to drive strategies to accomplish the goals of DSRIP.	In Progress	3. Dashboards will provide guidance to participating Hospitals, Emergency Departments, and Skilled Nursing Facilities to provide decision support to drive strategies to accomplish the goals of DSRIP.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 4. AMCH PMO and Clinical and Quality Affairs Committee will convene to address results form dashboard reports with the goal of beginning to discuss bed-reduction techniques applicable to provider organizations.	In Progress	4. AMCH PMO and Clinical and Quality Affairs Committee will convene to address results form dashboard reports with the goal of beginning to discuss bed-reduction techniques applicable to provider organizations.	02/01/2016	06/30/2016	02/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 5. Meet with applicable organizational leadership to identify excess bed capacity and initiate internal process for decertification of selected beds across the PPS.	In Progress	5. Meet with applicable organizational leadership to identify excess bed capacity and initiate internal process for decertification of selected beds across the PPS.	05/01/2016	06/30/2016	05/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 6. Assist with submission of CONs as necessary to complete bed decertification.	In Progress	6. Assist with submission of CONs as necessary to complete bed decertification.	06/01/2016	06/30/2016	06/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 7. In collaboration with Skilled Nursing Facilities and as part of Project 2.a.v, AMCH PMO will identify potential beds available for decertification.	In Progress	7. In collaboration with Skilled Nursing Facilities and as part of Project 2.a.v, AMCH PMO will identify potential beds available for decertification.	06/01/2016	06/30/2016	06/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 8. AMCH PMO will finalize a bed reduction plan focused on achieving results in Project 2.a.v and present this plan to the PAC Executive Committee and to the PPS Board for approval.	In Progress	8. AMCH PMO will finalize a bed reduction plan focused on achieving results in Project 2.a.v and present this plan to the PAC Executive Committee and to the PPS Board for approval.	06/01/2016	06/30/2016	06/01/2016	06/30/2016	06/30/2016	DY2 Q1	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Develop population health management roadmap.	
Finalize PPS-wide bed reduction plan.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 8.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✔ IPQR Module 8.3 - Major Risks to Implementation & Risk Mitigation Strategies**

**Instructions :**

Please describe the key challenges or risks that you foresee in implementing these cross-cutting organizational strategies, including potential impacts on specific projects and, crucially, any risks that will undermine your ability to achieve outcome measure targets.

The first risk to implementation is related to the availability of data. Community needs assessment data is a major source of population health information within the PPS service region. This data is complex and can take time to collect and analyze. To mitigate this risk, we will take a structured approach to data collection and analysis involving appropriate stakeholders. Data will be standardized for presentation to project teams and stakeholders. MAPP tool data as well as other sources may lag and will not be available in real-time. The second risk to implementation is that skilled nursing facilities will not commit to bed decertification and the resulting change in their business model. To mitigate this risk, we will incentivize these providers using DSRIP funds as a transitional tool. Perhaps the most significant risk to implementation of the bed reduction milestone is the lack of capital funding. To mitigate this risk, we will continue to support capital funding requests needed for site renovations.

**✔ IPQR Module 8.4 - Major Dependencies on Organizational Workstreams**

**Instructions :**

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

The population health work stream is dependent upon the following work streams: Financial Sustainability, Governance, IT Systems and Processes, Workforce, Practitioner Engagement, and Cultural Competency & Health Literacy. This work stream is dependent on Financial Sustainability in several ways: Incentive payments to motivate changes in business models, financial support for participation in the PCMH learning collaborative, transformation of the payment model to a Value Based approach. Governance dependencies revolve primarily around approval of final work products. IT Systems and Processes have numerous dependencies because measurement of population health changes are data and system dependent. Redeployment and retraining of nursing home staff due to bed reductions will create a dependency with the Workforce work stream. This work stream is dependent upon actively engaged practitioners and organizations at key locations including nursing homes. The Cultural Competency and Health Literacy work stream will rely on the output of this work stream to guide their efforts in addressing health disparities.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**☑ IPQR Module 8.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational work stream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
Clinical and Quality Affairs Committee	Kallanna Manjunath, MD	Oversee development of population health roadmap and goals; oversee development or identification and implementation of standardized clinical protocols across the entire PPS network.
Nursing Home Administrators	Various	Identification and decertification of beds (2.a.v.) and identification of space for medical village or other alternate use.
AMC VP Information Services	Mary Hand	Coordination of IT integration for population health data collection and reporting.
AMCH PPS Project Management Office	George Clifford, PhD	Oversight and implementation of all 11 projects. This includes performance reporting structure, training, and implementation. Responsible for identifying areas of focus, and directing team efforts.
AMCH PAC Executive Committee	Elected representatives	Approve clinical protocols, reporting structures, bed reduction plan, and communication to PPS. The Executive PAC committee will review and approve population health dashboard data as appropriate.
PPS Board	PPS Board	Approve population health roadmap and bed reduction plan.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 8.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
AMCH PPS Project Management Office	Project management and oversight on behalf of AMCH	Dashboard reporting, milestone reporting, coordination of incentive payments and leadership activities to complete the Population health roadmap.
AMCH Executive Steering Committee	Commit resources, set policy, direct efforts of the PMO, and provide institutional leadership for internal activities	Approve the roadmap prior to review and approval by the Executive committee of the PAC and the PPS Board.
AMC IT Department	Coordinate IT systems development, reporting systems, and data security. Work with identified vendors to establish population health monitoring IT infrastructure	Integrated systems for monitoring and reporting of population health measures.
Skilled Nursing Facilities	Identify excess bed capacity for decertification and retrofitting	Updated Certificate of Need
<b>External Stakeholders</b>		
Healthy Capital District Initiative (HCDI)	Assist with updating and maintaining the Community Needs Assessment	Updated CNA
MCOs	Provide technical and data analytic assistance in the development of population health strategies.	Population health strategies





# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 8.7 - IT Expectations

##### Instructions :

Please describe the current Population Health Management IT capabilities in place throughout your PPS network and what your plans are at this stage for leveraging these capabilities and/or developing new IT infrastructure.

Population Health Management is data driven and highly dependent on IT. We will conduct a detailed survey of participating providers to assess available data sets and registries. This survey will be used to evaluate potential disparities in care, quality indicators, patient demographics, and social determinants of health. Community health indicators, available from state, federal and various foundation sources will be utilized to provide baseline measures and longitudinal monitoring of these indicators over the term of the project. Current IT infrastructure does not support robust population health management, monitoring or reporting. IT systems will need to be developed to support population health management activities, including the creation of dashboards. These dashboards will also include Community Needs Assessment data where relevant. Data will be updated on an ongoing basis and be available across the PPS. This IT infrastructure will be a significant endeavor but will ultimately be necessary for success.

PCMH certification requires use of an E.H.R. All safety net providers will need to implement an E.H.R system within their organization and ensure it meets all Meaningful Use requirements. The PCMH learning collaborative will facilitate this change. AMC's IT staff or the identified vendor will provide support as required.

External IT resources such as HIXNY and SHIN-NY will play a significant role in the development of a sustainable population health IT infrastructure.

#### IPQR Module 8.8 - Progress Reporting

##### Instructions :

Please describe how you will measure the success of this organizational workstream.

The two primary work streams associated with population health are the monitoring of the health of the population and the reduction in beds available (specifically nursing home beds for Project 2.a.v). The ability to measure, monitor and report on the health of the population in a consistent, longitudinal way will define success for the first part of this work stream. Positive changes in baseline measures of population health will indicate success in the domain 3 and 4 projects. The PMO will develop population health tools and reports and closely monitor contracting with MCOs. In addition, data provided by the NYSDOH regarding Domain 4 metrics, will be utilized and analyzed longitudinally to determine success of population health initiatives. Further clarification of action steps regarding domain 4 is provided in the project implementation plans for Projects 4.b.i and 4.b.ii.

The second workstream will be measured based on approval of one or more CONs that will result in decertification of SNF beds. The required administrative steps consistent with the CON process will be followed, tracked and reported as indicators of progress during DY2-3. Reporting of



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

these workstream activities will be shared with the PAC and will be available to the public via the PMO's public web portal.

**IPQR Module 8.9 - IA Monitoring**

**Instructions :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 09 – Clinical Integration**

**✓ IPQR Module 9.1 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement.

Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Perform a clinical integration 'needs assessment'.	In Progress	Clinical integration 'needs assessment' document, signed off by the Clinical Quality Committee, including: -- Mapping the providers in the network and their requirements for clinical integration (including clinical providers, care management and other providers impacting on social determinants of health) -- Identifying key data points for shared access and the key interfaces that will have an impact on clinical integration -- Identify other potential mechanisms to be used for driving clinical integration	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	NO
<b>Task</b> 1. Assess internal capabilities to perform a comprehensive clinical integration (CI) needs assessment. If necessary select a vendor to complete the assessment.	In Progress	1. Assess internal capabilities to perform a comprehensive clinical integration (CI) needs assessment. If necessary select a vendor to complete the assessment.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. Select a validated CI needs assessment tool for review and approval by Clinical and Quality Affairs committee.	In Progress	2. Select a validated CI needs assessment tool for review and approval by Clinical and Quality Affairs committee.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. Obtain approval by Clinical and Quality Affairs committee.	In Progress	3. Obtain approval by Clinical and Quality Affairs committee.	10/20/2015	12/31/2015	10/20/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 4. Generate a list of potential participating practitioner organizations for distribution of approved tool.	In Progress	4. Generate a list of potential participating practitioner organizations for distribution of approved tool.	10/20/2015	12/31/2015	10/20/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b>	In Progress	5. Develop a process for distribution and implementation of	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
5. Develop a process for distribution and implementation of needs assessment tool.		needs assessment tool.							
<b>Task</b> 6. Distribute CI needs assessment.	In Progress	6. Distribute CI needs assessment.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 7. Collect, aggregate and analyze responses to identify providers' requirements for clinical integration, gaps and CI focus areas.	In Progress	7. Collect, aggregate and analyze responses to identify providers' requirements for clinical integration, gaps and CI focus areas.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 8. Analyze and identify key data points for shared access and the key interfaces that will have an impact on clinical integration.	In Progress	8. Analyze and identify key data points for shared access and the key interfaces that will have an impact on clinical integration.	12/01/2015	12/31/2015	12/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Milestone #2</b> Develop a Clinical Integration strategy.	In Progress	Clinical Integration Strategy, signed off by Clinical Quality Committee, including: -- Clinical and other info for sharing -- Data sharing systems and interoperability -- A specific Care Transitions Strategy, including: hospital admission and discharge coordination; and care transitions and coordination and communication among primary care, mental health and substance use providers -- Training for providers across settings (inc. ED, inpatient, outpatient) regarding clinical integration, tools and communication for coordination -- Training for operations staff on care coordination and communication tools	11/01/2015	06/30/2016	11/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
<b>Task</b> 1. Perform a current state assessment of participating practitioner organizations' integration capabilities, technology capabilities, care management and care coordination capabilities, quality programs and cultural readiness.	In Progress	1. Perform a current state assessment of participating practitioner organizations' integration capabilities, technology capabilities, care management and care coordination capabilities, quality programs and cultural readiness.	11/01/2015	01/31/2016	11/01/2015	01/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 2. Based on Clinical Integration(CI) needs assessment, current state assessment, and AMCH PPS projects, develop a draft CI strategy that includes many perspectives including patient populations, practitioners, PPS partners, processes, assessments and care plan protocols, care transitions, technology and data.	In Progress	2. Based on Clinical Integration(CI) needs assessment, current state assessment, and AMCH PPS projects, develop a draft CI strategy that includes many perspectives including patient populations, practitioners, PPS partners, processes, assessments and care plan protocols, care transitions, technology and data.	12/01/2015	01/31/2016	12/01/2015	01/31/2016	03/31/2016	DY1 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
processes, assessments and care plan protocols, care transitions, technology and data.									
<b>Task</b> 3. Working with representatives from participating organizations, develop a component of the CI strategy that outlines the implementation plan with special focus on care transitions including hospital admission and discharge coordination, care transitions, care coordination and communication among primary care and behavioral health practitioners.	In Progress	3. Working with representatives from participating organizations, develop a component of the CI strategy that outlines the implementation plan with special focus on care transitions including hospital admission and discharge coordination, care transitions, care coordination and communication among primary care and behavioral health practitioners.	01/01/2016	01/31/2016	01/01/2016	01/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 4. As a component of the strategy, working with Technology and Data Management Committee (TDMC) outline, test and verify clinical data sharing process for all relevant clinical interfaces.	In Progress	4. As a component of the strategy, working with Technology and Data Management Committee (TDMC) outline, test and verify clinical data sharing process for all relevant clinical interfaces.	01/01/2016	02/29/2016	01/01/2016	02/29/2016	03/31/2016	DY1 Q4	
<b>Task</b> 5. Establish clinical data sharing process.	In Progress	5. Establish clinical data sharing process.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 6. Develop training criteria for participating practitioners across different clinical settings (Incl. ED, inpatient, outpatient) regarding clinical integration, tools and communication for coordination.	In Progress	6. Develop training criteria for participating practitioners across different clinical settings (Incl. ED, inpatient, outpatient) regarding clinical integration, tools and communication for coordination.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 7. Develop training criteria for nursing and operations staff on care coordination and communication tools.	In Progress	7. Develop training criteria for nursing and operations staff on care coordination and communication tools.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 8. Develop protocols for hospital admission and discharge coordination to assure timely and effective care transition.	In Progress	8. Develop protocols for hospital admission and discharge coordination to assure timely and effective care transition.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b> 9. Develop protocols for care transitions, care coordination and communication among participating primary care and behavioral health practitioners.	In Progress	9. Develop protocols for care transitions, care coordination and communication among participating primary care and behavioral health practitioners.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
<b>Task</b>	In Progress	10. Present draft CI strategy to the Clinical and Quality Affairs	01/01/2016	02/29/2016	01/01/2016	02/29/2016	03/31/2016	DY1 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
10. Present draft CI strategy to the Clinical and Quality Affairs committee for review and approval.		committee for review and approval.							
<b>Task</b> 11. Obtain approval of clinical integration strategy by Clinical and Quality Affairs committee.	In Progress	11. Obtain approval of clinical integration strategy by Clinical and Quality Affairs committee.	02/01/2016	02/29/2016	02/01/2016	02/29/2016	03/31/2016	DY1 Q4	
<b>Task</b> 12. Roll-out plan for CI implementation across participating practitioner organizations in one of the regions within AMCH PPS utilizing the PDSA framework.	In Progress	12. Roll-out plan for CI implementation across participating practitioner organizations in one of the regions within AMCH PPS utilizing the PDSA framework.	03/01/2016	04/30/2016	03/01/2016	04/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 13. Evaluate the outcomes from the initial roll-out, modify plan if necessary and roll-out to other regions.	In Progress	13. Evaluate the outcomes from the initial roll-out, modify plan if necessary and roll-out to other regions.	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
<b>Task</b> 14. Measure and submit quarterly reports to CQA committee on participation rates, training topics and progress on implementation.	In Progress	14. Measure and submit quarterly reports to CQA committee on participation rates, training topics and progress on implementation.	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Perform a clinical integration 'needs assessment'.	
Develop a Clinical Integration strategy.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 9.2 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found





# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 9.3 - Major Risks to Implementation & Risk Mitigation Strategies

##### Instructions :

Please describe the key challenges or risks that you foresee in improving the level of clinical integration throughout your network and achieving the milestones described above. Describe potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

A primary risk for clinical integration will be ineffective participation of practitioners and leaders of health care organizations. Currently most practitioners and health systems function as silos and have not changed their systems due to current payment systems, or market share dominance. Without their active participation in our efforts to redesign the delivery system, we will face substantial hurdles in implementing clinical integration strategies effectively. Strong linkages to Level 3 PCMH PCP sites are essential to the success of clinical integration. Inability of the primary care practices to achieve this recognition will create additional hurdles. The current culture among practitioners is a barrier to integration of physical and BH care services. The current lack of integration compromises the care of individuals with mental health and chemical dependency disorders and chronic medical ailments. To mitigate these risks, we will:

- Create teams, led by practicing clinician stakeholders that will be responsible to the CQAC for developing clear lines of accountability and communication between relevant groups, and the development of clinical pathways using evidence-based standards of care and monitoring of clinical performance.
- With a dedicated team of experts, AMCH PPS will coach and support other primary care practitioners through the process of obtaining recognition as a Level 3 PCMH.
- Provide training and encourage a cultural shift across organizational boundaries to create a more collaborative, patient centered approach whereby primary care practitioners are more attentive to behavioral health disorders.
- Assist our partners with the transition towards value based payments and away from traditional payment models.

A second risk to clinical integration is the reliance on new IT and communications infrastructure which is needed to support communication between practitioners and between organizations. The IT and data sharing survey that we carried out prior to our DSRIP application revealed that the partners within our PPS are at differing levels of IT capabilities and are on differing platforms, creating risks to integration. The current lack of infrastructure and reimbursement to support telemedicine prevents implementation as well as readiness of providers to be part of the initiative. Existing IT infrastructure is inadequate to support a region-wide interoperable system, and a comprehensive patient registry. Rolling out new tools for data sharing while trying to establish new lines of communication to coordinate care will be a complex challenge. To mitigate these risks, we will:

- Involve practitioners from our participating partners in the redesign and implementation of clinical IT and data sharing systems.
- Integrate a member of the TDMC into the team to develop our clinical integration strategy.
- Utilize a realistic model of IT expansion to allow all organization types to share in connectivity.
- Develop and implement a system-wide IT solution to facilitate real-time data exchange for effective care management including structured EHR templates.

A third risk is the inability of regional MCOs to reimburse adequately for proposed changes to the delivery system. Their current authorization requirements are not aligned with implementation of clinical pathways and care coordination initiatives. Active engagement in VBP will be difficult to achieve without practitioner engagement and clinical integration. To mitigate these risks, we will:

- Engage MCOs to evolve the payment structure to a value based system as well as provide educational materials to our participating providers.
- Examine clinical pathways and workflows to identify authorizations and procedures required by MCOs and their impact on service delivery.
- Discuss a streamlined process for care bundles with the MCOs to minimize unnecessary authorizations.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✔ IPQR Module 9.4 - Major Dependencies on Organizational Workstreams**

**Instructions :**

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

Clinical integration is dependent on the following work streams: Governance, Finance, Workforce, IT, and Practitioner Engagement. These work streams are linked together and supportive of each other. This integration creates processes that are sequential across the various work streams, creating management challenges. Clinical integration is dependent on Governance for the review and approval of the clinical integration strategic plan among other elements. Clinical Integration is dependent upon Finance to establish appropriate incentives for engagement (providers/ organizations/ MCOs) and project implementation. Clinical integration is dependent upon workforce in two ways: first, to address training needs workforce will provide the necessary skill development required, and second, the necessary staffing to meet demand across clinical settings. Clinical integration is dependent upon IT for evaluation, connectivity, data exchange, reporting, care coordination, and quality improvement. Clinical integration is dependent upon practitioner engagement without which the work stream cannot succeed. Clinically integrating AMCH PPS's diverse set of practitioners will require the input, insight, and engagement of all involved. All affected practitioners must be engaged in the DSRIP process in order for them to value – and support – the clinical integration of our PPS. To ensure coordinated efforts in these two areas, some of the core elements of our approach to clinical integration and practitioner engagement – including the development of professional peer groups and teams– also play a central role in the delivery of our clinical integration strategy. To support the development of NCQA-certified Level 3 PCMH primary care practices, the Population Health and the Performance Reporting work streams will need to align with the clinical integration and practitioner engagement strategies.

If the transformation towards a clinically integrated system is viewed by practitioners as increasing the administrative burden involved in managing care for their patients, we will not be able to create a sustainable shift in practice. An important factor in facilitating greater clinical integration will, therefore, be freeing up the time required for individual practitioners to engage in multi-disciplinary care planning. Our IT systems and processes will need to be designed and implemented (a) with the goal of reducing administrative processes from their current levels and (b) with the input of clinical end users.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 9.5 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
Clinical and Quality Affairs Committee	Committee members	Oversight and approval of CI Strategy and CI work plan.
Medical Director, AMCH PPS	Kallanna Manjunath, MD	Leadership, member of Sr. Management Team, Chief Medical Officer
Practitioner Steering Committee	Practitioner champions representing participating organizations	Take an active role in practitioner engagement, clinical integration and staff buy-in at participating organizations.
AMCH PPS Project Management Office	George Clifford, PhD	Responsible for oversight and implementation of all 11 projects. Facilitate the implementation of the operational objectives of the CI Strategy
RN Coordinator, AMCH PPS	Tara Foster, RN, MS	DSRIP wide assistance with adoption of care management protocols
Medical Social Worker	To be recruited	DSRIP wide assistance with behavioral health integration, etc.
AMCH PPS PMO IT Contact	Evan Brooksby, MBA	Liaison between IT Representatives of member organizations.
Executive Sponsor	Ferdinand Venditti, MD Vice Dean of Clinical Affairs	Assistance with work stream integration, PPS relations and clinical engagement.
AHI and The Alliance for Better Healthcare PPSs	As neighboring PPSs, collaborate regarding identification of training needs as well as the dissemination of materials	Coordination of training deliverables.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 9.6 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved, both within and outside the PPS.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
Kallanna Manjunath, MD	PPS Medical Director and Chair, Clinical and Quality Committee	Leadership and direction of the Clinical and Quality Affairs Committee, assisting with plans, strategies and protocols, as needed
James Desemone, MD	Albany Medical College's Director of Quality, Faculty Physicians Group	Leadership efforts for clinical quality improvement at internal and external sites
Ferdinand Venditti, MD Vice Dean of Clinical Affairs	President, AMC Faculty Physicians Group	Executive Steering Committee leadership, obtaining PCP "buy-in"
AMC Faculty Practice and Affiliated Partners	Medical Director of multiple organizations	Committee participation, clinical leadership across provider sites
Community-Based AMCH PPS Behavioral Health Providers	Participants	Engage in AMCH PPS projects, action plans and deliverables.
Department of Psychiatry	Behavioral Health Leadership	Active engagement in clinical integration of primary and behavioral health
Providers	Medical Director of multiple organizations	Committee Participation, clinical leadership across provider sites
<b>External Stakeholders</b>		
Accreditation and Certification Agencies	Various	Provide guidelines for accreditation and certification
HIXNY	RHIO	Promote and enhance interconnectivity across PPS practitioner organizations
Professional Organizations (MSSNY, NYSNA, etc.)	Outreach	Promote DSRIP goals and objectives
1199 SEIU, NYSNA, and CSEA	Provide needed input and guidance	Assistance as needed to ensure PPS includes appropriate levels of input from workforce
Healthy Capital District Initiative (HCDI)	Coordinate training needs with PHIP and SHIP	Coordinated curriculum and training schedule
Adirondack Health Institute and The Alliance for Better Healthcare PPSs	As neighboring PPSs, collaborate regarding identification of training needs as well as the dissemination of materials	Coordination of training deliverables.
Workforce training Vendor TBD	Coordinating development of training plan	Provision of training including evaluation of outcomes
External Membership of Clinical and Quality Affairs Committee	Various	Actively engaged in the development of work stream deliverables



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 9.7 - IT Expectations**

**Instructions :**

Please clearly describe how the development of shared IT infrastructure across the PPS will support this particular workstream.

Effective clinical integration will require relevant information to be readily accessible for all providers across the patient care spectrum. For some providers this will mean integration into new or expanded clinical data systems. Effective clinical integration will rely heavily on the coordinated use of patient registries and other IT tools. A core element of our clinical integration needs assessment will be identifying whether new, expanded or other data-sharing systems are required. The collaboration between AMCH's PPS Technology and Data Management Committee, the Clinical and Quality Affairs Committee, and the provider stakeholders will be important in ensuring that our plans for developing IT infrastructure across the PPS support better clinical integration. Real time data sharing capability may be the most important thing to ensure in DY1 and DY2, since fully operational IT systems may not be feasible, affordable or able to be built and implemented quickly. Achieving the buy-in of our participating providers for new technologies will depend on AMCH PPS to provide compelling justification for the use of the new technologies. Realizing partners within our PPS are at differing levels of IT capabilities and are on differing platforms will create a challenge to integration. We will utilize a multi-stage model of IT expansion to allow all organization types to share in connectivity at a realistic rate. This includes:

1. Developing manual reporting via excel or other State provided templates for MAPP tool utilization. A PMO purchased project management software tool will ease the burden of this task.
2. EHR adoption by all safety net primary care providers prior to the end of DY3.
3. Adoption of toolkits produced by the Target Operating Model project, led by KPMG, for IT functionality across the PPS.
4. Utilization of claim based analytic resources for risk stratification to deploy resources and develop provider performance metrics.
5. Develop care planning/ care coordination functionality across the broad spectrum of performing providers.

**✓ IPQR Module 9.8 - Progress Reporting**

**Instructions :**

Please describe how you will measure the success of this organizational workstream.

The Clinical and Quality Affairs (CQA) committee will receive quarterly progress reports aligned with the phases of implementation of CI Strategy. The first quarterly report will include:

- A validated CI needs assessment tool approved by the CQA committee
- Aggregated results of the CI needs assessment survey
- Progress towards completion of a clinical IT needs assessment
- An approved CI Strategy document

Subsequent quarterly reports may include, but not be limited to:

- Updates on training activities



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

- Progress towards implementation of CI action plans
  - Progress towards full implementation of the IT infrastructure development for interoperability
  - Information obtained from surveys of participating practitioners and patient groups.
- The success of clinical integration will be demonstrated by completion of the PMO quarterly progress reports as a surrogate measure. Justification for use of these reports as surrogate measures is based on accurate and timely data provided by participating providers. AMCH PPS has purchased and will utilize performance logic for overall project tracking and reporting.

**IPQR Module 9.9 - IA Monitoring:**

**Instructions :**



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### Section 10 – General Project Reporting

##### IPQR Module 10.1 - Overall approach to implementation

###### Instructions :

Please summarize your intended approach to the implementation of your chosen DSRIP projects, including considerations around how this approach will allow for the successful development of concurrently implementing DSRIP projects.

The successful implementation of AMCH PPS's eleven DSRIP projects will require the following:

- 1) The creation of a collaborative and transparent reporting system across all participating providers.
- 2) Executive management and clinical leadership, which are diverse and representative across the region, will be responsible for the implementation of the projects.
- 3) A plan that engages, incentives, and educates providers and the community through the creation of regional hubs.
- 4) The collaboration of AMCH PPS TDMC and CQA and provider stakeholders to ensure development of a sustainable, affordable and realistic plan for regional connectivity by building upon existing platforms and develop short term solutions that will evolve to long term sustainable technology interfaces. Retrieving accurate and timely data from the DOH will be vital to the success of this project.
- 5) Culturally appropriate training designed to educate individuals and organizations about the goals and strategies of each DSRIP project.
- 6) A financial plan that is fair, transparent and sustainable. Many projects will require significant capital investment. Delays in the CRFP program have hampered the ability of some projects to move forward. Failure to receive funding will jeopardize the success of some projects.

The PMO is responsible for meeting the overall timelines and deliverables and the day to day management of activities associated with the eleven DSRIP projects. AMCH recognizes the importance of shared governance as it relates to the success of the individual projects. To accomplish this, AMCH will focus on transparency, clear communication, and collaboration across the entire PPS. The PMO will share information such as best practices and performance benchmarks to ensure that project goals are achieved.

Another component that will drive the success of the eleven DSRIP projects is the creation of a shared information technology infrastructure as well as data analytics. Interoperability must be created to transfer data among providers.

AMCH PPS has developed a Workforce Coordinating Council to assess the capabilities of the DSRIP workforce and provide training and education where needed. Training will be provided to new hires and current employees to meet the needs of project specific milestones.

Provider and community engagement is a key factor contributing to the success of the DSRIP initiative. Since the AMCH PPS is comprised of a diverse mix of hospitals, providers, and community based organizations, AMCH PPS will ensure that all parties are engaged in the process through the efforts of our committees.

AMCH PPS will operate within a budget and funds flow model that evolves to meet the needs of the PPS in order to achieve the goals and objectives of DSRIP.

##### IPQR Module 10.2 - Major dependencies between work streams and coordination of projects

###### Instructions :



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Please describe how your approach will handle interdependencies between complementary projects, as well as between projects and cross-cutting PPS initiatives - for example, an IT infrastructure upgrade, or the establishment of data sharing protocols.

The AMCH PPS goal is to develop strategies that allow projects with similar milestones to work interdependently creating effective and efficient work streams. Several projects require care coordination. It will be efficient to standardize care coordination protocols.

AMCH PPS comprises a five county area that includes; Albany, Columbia, Greene, Saratoga, and Warren Counties. To avoid redundancies and to allow for seamless coordination of care throughout the PPS, the development plan will include three geographic hubs, and within those hubs creating project specific groupings allowing for more focused effort. Recognizing the regional diversity, the three hubs are: Hub 1: Warren and Saratoga Counties, Hub 2: Albany County, and Hub 3: Columbia and Greene Counties. Providers within a hub will work together on each project. Some examples of provider and project groupings by commonality include: Projects 2.a.iii and 2.b.iii. Both projects share interdependences with the development of care coordination and patient navigation. Projects 3.a.i and 3.a.ii may also be grouped together as they both share behavioral health commonalities.

Multiple projects require that participating providers meet the NCQA Level 3 2014 Patient Centered Medical Home standards. It may not be feasible to group all of the projects that require providers to meet this standard; therefore, the PMO will create a learning collaborative to assist all sites in the certification process.





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 10.3 - Project Roles and Responsibilities**

**Instructions :**

Please outline the key individuals & organizations that play a role in the delivery of your PPS's DSRIP projects, as well as what their responsibilities are regarding governance, implementation, monitoring and reporting on your DSRIP projects.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
AMCH PPS PMO	George Clifford, PhD	PMO is responsible for meeting project milestones and deliverables and providing project quarterly reports to DOH. PMO will be responsible for driving the implementation of those projects. PMO will monitor the implementation of cross-PPS organizational development initiatives, such as IT infrastructure development and workforce transformation.
AMCH PPS Clinical and Quality Affairs Committee	Dr. Kallanna Manjunath, AMCH PPS Medical Director	CQAC will ensure improvements in clinical outcomes through enhanced clinical integration and practitioner engagement across all eleven DSRIP projects.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 10.4 - Overview of key stakeholders and how influenced by your DSRIP projects**

**Instructions :**

In the below table, please set out who the key stakeholders are that play a major role across multiple DSRIP projects. Please give an indication of the role they play and how they impact your approach to delivering your DSRIP projects.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
AMCH PPS PMO	Management and coordination of all eleven DSRIP projects	Responsible for the quarterly reporting of all timelines and deliverables.
AMCH PPS Audit and Compliance Committee	Ensures compliance across eleven DSRIP projects	Responsible for the development and implementation of the AMCH PPS Compliance Plan and the development and dissemination of compliance materials for the AMCH PPS.
AMCH PPS Consumer and Community Affairs Committee	Ensures active consumer and community engagement across all relevant DSRIP projects	Responsible for engaging key CBOs and non-provider organizations in strategic locations to encourage active consumer engagement and participation in the DSRIP projects.
AMCH PPS Finance Committee	Provide financial oversight for all eleven DSRIP projects	Management of budgeting and financial planning for projects. Create and monitor internal controls and accountability policies.
AMCH PPS Workforce Coordinating Council	Oversee workforce needs of all eleven DSRIP projects	Assess workforce need and provide training as needed.
AMCH PPS Technology and Data Management Committee	Manage the IT work stream	Implement IT solutions across the network in support of project development.
AMCH PPS Cultural Competency and Health Literacy Committee	Establish a system-wide approach to ensure culturally and linguistically appropriate services are made available.	Assess cultural and linguistic training needs across the PPS region. Provide materials where necessary.
All AMCH PPS Participating Providers	Project implementation	Collaborate on the development and implementation of health system transformation including integration of the delivery system.
<b>External Stakeholders</b>		
Saratoga Hospital	Leadership participant	Participant in select DSRIP projects.
Columbia Memorial Hospital	Leadership participant	Participant in select DSRIP projects.
Labor Unions	Labor representation	Support and implementation of workforce transformations; as these plans are delivered through the implementation of the DSRIP projects, AMCH PPS may engage with them on the specific changes to the workforce.
CBOs	Project implementation support	Participate in implementation of projects as appropriate.
NYSDOH	Project implementation support	Provide metrics and benchmarks for DSRIP projects.
Healthy Capital District Initiative (HCIDI)	Project implementation support	Provide support to the WCC and the CCAC as needed as well as provide guidance regarding the prevention agenda and the state



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
		health improvement plan.
Workforce Training Vendor (TBD)	Coordination and development of training programs	Provide training and education to participating partners. Provide training for new hires, redeployed and other workers who need additional guidance and education on certain tasks related to DSRIP projects.
OASAS Office of Substance Abuse	Project implementation support	Provide waivers for OASAS licensed facilities.
Office of Mental Health (OMH)	Project implementation support	Provide waivers for OMH licensed facilities.
Alliance for Better Health Care PPS	Project Collaboration	Collaborate in the implementation of select projects accounting for the overlap in counties and network providers, including the prevention of redundancy and waste of resources.
Adirondack Health Institute PPS	Project collaboration	Collaborate in the implementation of select projects accounting for the overlap in counties and network providers, including the prevention of redundancy and waste of resources.
MCO's and Payers	Financial sustainability and VBP	Collaborate in the development of contractual relationships to further transformation efforts towards VBP.
HIXNY and SHIN-NY	Data exchange	Develop connectivity and data exchange solutions across the provider network.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 10.5 - IT Requirements**

**Instructions :**

Information technology will play a crucial role in the development of an effective, integrated performing provider system. It is likely that most projects will require some level of supporting IT infrastructure. Please describe the key elements of IT infrastructure development that will play a role in multiple projects.

Based on the availability of capital funding, AMCH PPS will develop an IT infrastructure that will be leveraged for the purposes of communication, data sharing and interoperability across all DSRIP projects. The AMCH PPS assessed the IT current state and identified a number of variations between providers in the network. The Technology and Data Management committee (TDMC) will develop an IT roadmap to achieve clinical data sharing and interoperability across the PPS network.

IT implementation objectives that effect multiple DSRIP projects include: achieving active participation and effective usage of the EHR system and patient registries for all providers in the system; meeting Meaningful Use and achieving 2014 Level three PCMH certification for all relevant providers; and connecting to HIXNY to access and share available clinical data across the PPS network. The AMCH PPS TDMC and CQA along with provider stakeholders will collaborate to ensure development of a sustainable, affordable and realistic plan for regional connectivity by building upon existing platforms and develop short term solutions that will evolve to long term sustainable technology interfaces.

The development of an IT infrastructure that allows for secure data sharing and interoperability is critical to the implementation of all DSRIP projects. The AMCH PPS will engage external and internal IT experts to mitigate the risk of shared PHI data.

**✓ IPQR Module 10.6 - Performance Monitoring**

**Instructions :**

Please explain how your DSRIP projects will fit into your development of a quality performance reporting system and culture.

AMCH PPS PMO is responsible for collecting and analyzing data and delivering the project's quarterly reports to the independent assessor and DOH, as well as communicating to the PPS board and the performing provider network performance outcomes, milestones and deliverables. AMCH PPS intends to utilize commercially available software to assist the PMO in creation of dashboards, milestone reporting, and preparation and submission of quarterly reports.



# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 10.7 - Community Engagement

##### Instructions :

Please describe your PPS's planned approach for driving community involvement in the DSRIP projects, how you will contract with CBOs for these projects, how community engagement will contribute to the success of the projects, and any risks associated with this.

The Consumer and Community Affairs Committee (CCAC) is responsible for engaging key CBOs in strategic locations to encourage active consumer engagement and appropriate CBO participation in the DSRIP projects. The CCAC will develop a plan which will include a schedule of events to engage and stimulate consumer involvement in various population health activities. The CCAC will actively participate in local CORESTAT and other community revitalization efforts to communicate and coordinate ongoing outreach activities.

CBO's involved in DSRIP projects will enter into a contractual agreement with the PMO or other safety-net providers. Contracts for each CBO will vary by project and the amount of the awards will be performance based. Every CBO entering into a contract with the PMO will be required to meet all milestones and deliverables of the specific DSRIP project.

Community engagement is critical to the success of DSRIP for several reasons. First, allowing input from a diverse population will foster creative and innovative ideas, resulting in greater community buy-in. Second, community engagement enhances relationship building, which is an effective way to increase involvement among various stakeholders including Medicaid beneficiaries, community leaders and the uninsured. Third, CBOs are on the frontline of service delivery, know their communities and are trusted by consumers creating engagement opportunities that are important to DSRIP's success.

There are risks associated with the PPS's ability to maintain active community engagement. The success of the community engagement goals require voluntary participation of individuals and organizations. The disengagement of a CBO is a risk to the PPS's ability to maintain effective community integration. Many CBOs lack sophisticated infrastructure including IT capabilities, compliance, regulatory reporting, and financial management that pose a risk in terms of their abilities to effectively manage data, funds, and deliverables. Limitations based on the funding cap for non-safety net providers may limit engagement and interest opportunities for some CBOs. AMCH PPS will mitigate these risks through effective communication, community engagement, transparent decision making, technical assistance and support including financial management and data reporting.

#### IPQR Module 10.8 - IA Monitoring

##### Instructions :



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Section 11 – Workforce**

IPQR Module 11.1 - Workforce Strategy Spending

**Instructions :**

Please include details on expected workforce spending on semi-annual basis. Total annual amounts must align with commitments in PPS application.

Funding Type	Year/Quarter										Total Spending(\$)
	DY1(Q1/Q2)(\$)	DY1(Q3/Q4)(\$)	DY2(Q1/Q2)(\$)	DY2(Q3/Q4)(\$)	DY3(Q1/Q2)(\$)	DY3(Q3/Q4)(\$)	DY4(Q1/Q2)(\$)	DY4(Q3/Q4)(\$)	DY5(Q1/Q2)(\$)	DY5(Q3/Q4)(\$)	
Retraining	0	0	0	0	0	0	0	0	0	0	0
Redeployment	0	0	0	0	0	0	0	0	0	0	0
Recruitment	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
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**Narrative Text :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 11.2 - Prescribed Milestones**

**Instructions :**

Please enter and update target dates, as well as breakdown tasks with target dates for prescribed milestones. For milestones that are due within the reporting period, documentation is required to provide evidence of milestone achievement. <br>Any explanations regarding altered or missed target commitments must be included within the textbox, not as narrative within uploaded documentation. Please note some milestones include minimum expected completion dates.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
<b>Milestone #1</b> Define target workforce state (in line with DSRIP program's goals).	In Progress	Finalized PPS target workforce state, signed off by PPS workforce governance body.			07/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. Establish a permanent Workforce Coordinating Council (WCC) as defined in AMCH's Project Advisory Committee (PAC) operating guidelines and principles. This council will include representation from labor, management, workers, training vendors, and other key stakeholders.	Completed	1. Establish a permanent Workforce Coordinating Council (WCC) as defined in AMCH's Project Advisory Committee (PAC) operating guidelines and principles. This council will include representation from labor, management, workers, training vendors, and other key stakeholders.			07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 2. Identify workforce needs associated with each approved project and in consultation with key stakeholders in the PAC. This will be done via a survey instrument or other means to document staff training and development, redeployment, retention, and recruitment needs.	In Progress	2. Identify workforce needs associated with each approved project and in consultation with key stakeholders in the PAC. This will be done via a survey instrument or other means to document staff training and development, redeployment, retention, and recruitment needs.			07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. WCC will define job role classifications and group titles across provider types to assess need, prioritize roles, skills and licensure requirements to assist with retraining and redeployment.	Completed	3. WCC will define job role classifications and group titles across provider types to assess need, prioritize roles, skills and licensure requirements to assist with retraining and redeployment.			07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
<b>Task</b> 4. Perform a future state staffing analysis at the project level to assess whether more, less, or different resources are required for project implementation and incorporate into the	On Hold	4. Perform a future state staffing analysis at the project level to assess whether more, less, or different resources are required for project implementation and incorporate into the workforce roadmap.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
workforce roadmap.									
<b>Task</b> 5. Using the results from previous steps, the WCC will work with individual providers and our workforce development vendor to assess future state staffing needs by site and incorporate them into the workforce roadmap.	On Hold	5. Using the results from previous steps, the WCC will work with individual providers and our workforce development vendor to assess future state staffing needs by site and incorporate them into the workforce roadmap.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 6. WCC will define target workforce state (in line with DSRIP program's goals) and present to the PAC Executive Committee for adoption.	On Hold	6. WCC will define target workforce state (in line with DSRIP program's goals) and present to the PAC Executive Committee for adoption.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Milestone #2</b> Create a workforce transition roadmap for achieving defined target workforce state.	On Hold	Completed workforce transition roadmap, signed off by PPS workforce governance body.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	NO
<b>Task</b> 1. The WCC, in collaboration with the training vendor, will analyze the gap analysis, workforce survey, CNA, and other resources to determine the workforce gaps for each project. The WCC will develop project specific timelines for the retraining, recruitment, and redeployment of the workforce.	On Hold	1. The WCC, in collaboration with the training vendor, will analyze the gap analysis, workforce survey, CNA, and other resources to determine the workforce gaps for each project. The WCC will develop project specific timelines for the retraining, recruitment, and redeployment of the workforce.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 2. The WCC, in collaboration with the training vendor, will develop strategies to alleviate the PPS workforce gaps. These strategies will be outlined in the workforce transition roadmap.	On Hold	2. The WCC, in collaboration with the training vendor, will develop strategies to alleviate the PPS workforce gaps. These strategies will be outlined in the workforce transition roadmap.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 3. The WCC will present the finalized roadmap to the PAC Executive Committee for review and approval by the end of DY1Q4.	On Hold	3. The WCC will present the finalized roadmap to the PAC Executive Committee for review and approval by the end of DY1Q4.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 4. Based on feedback from the PAC Executive Committee, the WCC will modify the roadmap where appropriate.	On Hold	4. Based on feedback from the PAC Executive Committee, the WCC will modify the roadmap where appropriate.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 5. The WCC, in collaboration with the training vendor, will continually review the workforce roadmap and assess the ongoing recruitment, retraining, redeployment needs of the	On Hold	5. The WCC, in collaboration with the training vendor, will continually review the workforce roadmap and assess the ongoing recruitment, retraining, redeployment needs of the			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
roadmap and assess the ongoing recruitment, retraining, redeployment needs of the PPS. The WCC will make modifications to the roadmap where necessary.		PPS. The WCC will make modifications to the roadmap where necessary.							
<b>Task</b> 6. The WCC will update the PAC Executive annually on the progress made toward achieving the workforce target state and address any modifications that have been made to the original roadmap.	On Hold	6. The WCC will update the PAC Executive annually on the progress made toward achieving the workforce target state and address any modifications that have been made to the original roadmap.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Milestone #3</b> Perform detailed gap analysis between current state assessment of workforce and projected future state.	In Progress	Current state assessment report & gap analysis, signed off by PPS workforce governance body.			07/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
<b>Task</b> 1. Based on workforce needs, conduct a capacity and workforce shortage assessment to direct the roadmap towards highest areas of need.	In Progress	1. Based on workforce needs, conduct a capacity and workforce shortage assessment to direct the roadmap towards highest areas of need.			07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 2. Expanding on the work product of the previous milestone the WCC will create a detailed process for monitoring gaps identified in the workforce.	In Progress	2. Expanding on the work product of the previous milestone the WCC will create a detailed process for monitoring gaps identified in the workforce.			07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
<b>Task</b> 3. WCC will conduct Current State Assessment and Gap analysis that evaluates changes in the workforce including roles, skills, and licensure requirements as well as opportunities for new hires, redeployment, or retraining of existing staff.	On Hold	3. WCC will conduct Current State Assessment and Gap analysis that evaluates changes in the workforce including roles, skills, and licensure requirements as well as opportunities for new hires, redeployment, or retraining of existing staff.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 4. Based on the results of the gap analysis the WCC, in collaboration with the finance committee, PAC Executive Committee and our workforce vendor, will review and refine the workforce strategy budget to ensure that sufficient funds are available for training and development of the workforce.	On Hold	4. Based on the results of the gap analysis the WCC, in collaboration with the finance committee, PAC Executive Committee and our workforce vendor, will review and refine the workforce strategy budget to ensure that sufficient funds are available for training and development of the workforce.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Milestone #4</b>	In Progress	Compensation and benefit analysis report, signed off by PPS			09/30/2015	03/31/2017	03/31/2017	DY2 Q4	YES



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Produce a compensation and benefit analysis, covering impacts on both retrained and redeployed staff, as well as new hires, particularly focusing on full and partial placements.		workforce governance body.							
<p><b>Task</b> 1. Consistent with all labor laws, regulations, and Federal Trade Commission standards, the WCC in collaboration with our workforce vendor and other regional PPSs, will contract a third party to conduct an extensive review or will utilize information provided by a state-wide vendor (distribute surveys, collect information, and conduct follow-ups) of compensation for all levels of the workforce from community health workers through MD Psychiatrists.</p> <p>Note: The WCC will receive aggregate workforce data and analysis from the workforce vendor, but not provider specific salary or benefit information.</p>	In Progress	<p>1. Consistent with all labor laws, regulations, and Federal Trade Commission standards, the WCC in collaboration with our workforce vendor and other regional PPSs, will contract a third party to conduct an extensive review or will utilize information provided by a state-wide vendor (distribute surveys, collect information, and conduct follow-ups) of compensation for all levels of the workforce from community health workers through MD Psychiatrists.</p> <p>Note: The WCC will receive aggregate workforce data and analysis from the workforce vendor, but not provider specific salary or benefit information.</p>			09/30/2015	03/31/2017	03/31/2017	DY2 Q4	
<p><b>Task</b> 2. Once the aggregate data is received, the WCC will analyze the aggregate data by position, project, and employment status to determine workforce impact.</p>	In Progress	2. Once the aggregate data is received, the WCC will analyze the aggregate data by position, project, and employment status to determine workforce impact.			09/30/2015	03/31/2017	03/31/2017	DY2 Q4	
<p><b>Task</b> 3. The WCC will collaborate with the training vendor to develop retraining and re-deployment strategies to ensure appropriate placement for retrained and reassigned workers.</p>	On Hold	3. The WCC will collaborate with the training vendor to develop retraining and re-deployment strategies to ensure appropriate placement for retrained and reassigned workers.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<p><b>Task</b> 4. The WCC will present the summary aggregate compensation and benefits analysis report to the PAC Executive Committee for review and approval.</p>	In Progress	4. The WCC will present the summary aggregate compensation and benefits analysis report to the PAC Executive Committee for review and approval.			09/30/2015	03/31/2017	03/31/2017	DY2 Q4	
<p><b>Task</b> 5. The WCC will develop a process, which will be approved by the PAC Executive Committee, to identify, track, and report</p>	In Progress	5. The WCC will develop a process, which will be approved by the PAC Executive Committee, to identify, track, and report			09/30/2015	03/31/2017	03/31/2017	DY2 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
approved by the PAC Executive Committee, to identify, track, and report quarterly all staff that are either partially or fully redeployed within participating provider organizations.		quarterly all staff that are either partially or fully redeployed within participating provider organizations.							
<b>Milestone #5</b> Develop training strategy.	On Hold	Finalized training strategy, signed off by PPS workforce governance body.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	NO
<b>Task</b> 1. The WCC will conduct an assessment of the PPSs existing workforce training programs via survey. This survey will be disseminated to all of AMCH PPS partners for completion.	On Hold	1. The WCC will conduct an assessment of the PPSs existing workforce training programs via survey. This survey will be disseminated to all of AMCH PPS partners for completion.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 2. The WCC in collaboration with the training vendor, will assess the workforce survey to identify any training gaps within the PPS.	On Hold	2. The WCC in collaboration with the training vendor, will assess the workforce survey to identify any training gaps within the PPS.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 3. The WCC, in collaboration with the training vendor and physician champions identified through the CQAC, will determine the areas of training to be further developed, as well as new training programs to be created.	On Hold	3. The WCC, in collaboration with the training vendor and physician champions identified through the CQAC, will determine the areas of training to be further developed, as well as new training programs to be created.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 4. The WCC will create a training plan that outlines strategies needed to improve existing training programs, as well as the new training programs that will be available throughout the PPS.	On Hold	4. The WCC will create a training plan that outlines strategies needed to improve existing training programs, as well as the new training programs that will be available throughout the PPS.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 5. The WCC will work with the Cultural Competency and Health Literacy Committee to ensure that training programs are culturally and linguistically appropriate.	On Hold	5. The WCC will work with the Cultural Competency and Health Literacy Committee to ensure that training programs are culturally and linguistically appropriate.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 6. The WCC will work with the CQAC to identify training needs resulting from integration of clinical services, especially primary and behavioral health and patient centered care.	On Hold	6. The WCC will work with the CQAC to identify training needs resulting from integration of clinical services, especially primary and behavioral health and patient centered care.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b>	On Hold	7. The WCC will distribute the overall training plan to the PAC			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
7. The WCC will distribute the overall training plan to the PAC Executive Committee for review and approval.		Executive Committee for review and approval.							
<b>Task</b> 8. The WCC, in collaboration with the workforce training vendor and participating provider reporting requirements, will track the online training programs to ensure participating providers are utilizing workforce training programs.	On Hold	8. The WCC, in collaboration with the workforce training vendor and participating provider reporting requirements, will track the online training programs to ensure participating providers are utilizing workforce training programs.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
<b>Task</b> 9. The WCC will develop a process for evaluating training outcomes and the effectiveness of all DSRIP training programs and will continually assess each program's effectiveness on a quarterly basis.	On Hold	9. The WCC will develop a process for evaluating training outcomes and the effectiveness of all DSRIP training programs and will continually assess each program's effectiveness on a quarterly basis.			04/01/2015	03/31/2020	03/31/2020	DY5 Q4	

**IA Instructions / Quarterly Update**

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Define target workforce state (in line with DSRIP program's goals).	This milestone, along with the first three tasks, started prior to 7/1/2015 but we are unable to show this due to reporting limitations. Complete progress will be evident in our documentation when the milestone is completed 3/31/2016.
Create a workforce transition roadmap for achieving defined target workforce state.	In collaboration with the AMCH PPS Workforce Collaborating Council, we have created a request for information which will be sent out to potential training vendors with both interest and training expertise at the beginning of DY1Q3. In addition, a comprehensive survey was sent to all organizational members of the



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
	PAC in September that captures most of the training needs identified by organizational respondents. There are other steps that continue to be topics of conversation during our monthly Workforce Coordinating Council meetings. We are also actively engaged in a coalition of PPSs looking at these issues across the upstate region.
Perform detailed gap analysis between current state assessment of workforce and projected future state.	This milestone, along with the first two tasks, started prior to 7/1/2015 but we are unable to show this due to reporting limitations. Complete progress will be evident in our documentation when the milestone is completed 3/31/2016.
Produce a compensation and benefit analysis, covering impacts on both retrained and redeployed staff, as well as new hires, particularly focusing on full and partial placements.	<p>In collaboration with the AMCH PPS Workforce Coordinating Council, we have created a request for information which will be sent out to potential training vendors with both interest and training expertise at the beginning of DY1Q3. In addition, a comprehensive survey was sent to all organizational members of the PAC in September that captures most of the training needs identified by organizational respondents. There are other steps that continue to be topics of conversation during our monthly Workforce Coordinating Council meetings. We are also actively engaged in a coalition of PPSs looking at these issues across the upstate region. In collaboration with the AHI PPS and Alliance for Better Healthcare PPS, we are actively engaged in discussions around compensation and benefits analysis within our region and how to best collaborate in this area. We are awaiting further clarification from the State before we pursue an immediate need for a vendor.</p> <p>Numerous conversations regarding all of the deliverables associated with workforce training, redeployment, compensation, and utilization have occurred with outside legal counsel, various vendors, other overlapping PPSs, and HANYS. Significant progress has been made in terms of identifying next steps, analysis of aggregated data, training needs, employment levels, and related domain 1 concerns from July 2015 forward.</p>
Develop training strategy.	In collaboration with the AMCH PPS Workforce Collaborating Council, we have created a request for information which will be sent out to potential training vendors with both interest and training expertise at the beginning of DY1Q3. In addition, a comprehensive survey was sent to all organizational members of the PAC in September that captures most of the training needs identified by organizational respondents. There are other steps that continue to be topics of conversation during our monthly Workforce Coordinating Council meetings. We are also actively engaged in a coalition of PPSs looking at these issues across the upstate region.

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 11.3 - PPS Defined Milestones**

**Instructions :**

Please enter and update baseline target dates, as well as work breakdown tasks with target dates for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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# New York State Department Of Health Delivery System Reform Incentive Payment Project

## DSRIP Implementation Plan Project

### Albany Medical Center Hospital (PPS ID:1)

#### IPQR Module 11.4 - Major Risks to Implementation & Risk Mitigation Strategies

##### Instructions :

Please describe the key challenges and risks that you foresee in achieving the milestones set out above, including potential impacts on specific projects and any risks that will undermine your ability to achieve outcome measure targets.

Below is a list of recognized risks and approaches the PPS will undertake to mitigate those risks:

- Shortages in the workforce:
  - o We anticipate that there will be identified shortages of specific types of workers, especially as we undertake to introduce a new type of healthcare worker into the workforce. We hope to be able to mitigate this by training workers in this field prior to the planned deployment into the field. By accelerating the training of new categories of workers we hope to reduce the risk of having open jobs with a lack of qualified candidates.
- Shifting needs of the workforce:
  - o The needs of the workforce cannot be fully understood prior to project implementation. The PPS will undertake training and educational strategies in collaboration with our contracted workforce development vendor to prepare existing workers for the new opportunities that will be created by the DSRIP program.
- Lack of defined roles for new categories of workers:
  - o We will work with our workforce vendor to clearly define the roles of the new categories of workers and to develop appropriate training curriculum for these positions.
- Disparate training expectations of various performing provider organizations with conflicting Human Resources policies:
  - o While the PPS will not establish Human Resources policies for participating organizations, funded providers will have a contractual obligation requiring staff participation in training activities. We will work with unionized employees to enlist union support of training strategies.

#### IPQR Module 11.5 - Major Dependencies on Organizational Workstreams

##### Instructions :

Please describe any interdependencies with other organizational workstreams (IT Systems and Processes, Clinical Integration, etc.)

The workforce work stream is dependent upon the following other work streams: Governance, Finance, Information Technology, Practitioner Engagement, Clinical Integration, and Cultural Competency and Health Literacy. Recognizing the dependence of all healthcare providers on their most important resource - their staff - everything we propose to do in DSRIP is dependent upon having a motivated, trained, and highly qualified staff engaged in the process. Dependence on Governance is related to decision making approvals for the actions and deliverables of the WCC. Finance impacts the WCC and the workforce work stream both in terms of budget support for deliverables and potential incentives to providers for training accomplishments. Workforce is dependent on Information Technology to provide online training, to conduct electronic assessments, and to collect and report data. Workforce is dependent upon practitioner engagement, clinical integration and cultural competency and health literacy for buy in and a commitment to address staff training needs.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 11.6 - Roles and Responsibilities**

**Instructions :**

Please list and elaborate upon the key people/organizations responsible for this organizational workstream and describe what their responsibilities involve.

<b>Role</b>	<b>Name of person / organization (if known at this stage)</b>	<b>Key deliverables / responsibilities</b>
PMO Workforce Contact	Diana Cartwright, Senior Project Coordinator; Ronald Santiago, Project Coordinator, AMCH PPS; and Erin McLaughlin, Project Coordinator, AMCH PPS	Liaison between WCC and Workforce Training Vendor. Assist the WCC with the implementation of the workforce strategy deliverables and milestones.
WCC Chairperson	TBD	Facilitate workforce meetings, assist with milestones and deliverables, and present recommendations to the PAC Executive Committee for review and approval.
Workforce Vendor(s)	TBD	Assist the WCC with the training, recruitment, and redeployment of the PPS workforce. Will assist with the current and future workforce state analysis, as well as the gap analysis.
WCC Member	Albany Medical Center	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	Columbia Memorial Hospital	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	Saratoga Hospital	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	1199SEIU	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	Center for Disability Services	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	AHEC	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	HCDI	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	Greene County Public Health	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.
WCC Member	Columbia County DOH	Attend monthly WCC meetings and work towards accomplishing the workforce strategy milestones and deliverables.





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 11.7 - Key Stakeholders**

**Instructions :**

Please identify the key stakeholders involved in your workforce transformation plans, both within and outside the PPS.

<b>Key stakeholders</b>	<b>Role in relation to this organizational workstream</b>	<b>Key deliverables / responsibilities</b>
<b>Internal Stakeholders</b>		
Albany Medical Center Hospital	Largest workforce employer in the PPS	Actively participate in assessment, training, coordination and staffing issues
PPS Participating Providers	Workforce representation across the PPS	Actively participate in assessment, training, coordination and staffing issues
Albany Medical Center Faculty Practice	Largest Provider workforce in the PPS	Actively participate in assessment, training, coordination and staffing issues
<b>External Stakeholders</b>		
Labor Unions	Provide needed input and guidance	Assistance as needed to ensure PPS includes appropriate levels of input from workforce
Unrepresented workers	Provide needed input and guidance	Assistance as needed to ensure PPS includes appropriate levels of input from workforce
Healthy Capital District Initiative (HCDI)	Coordinate training needs with PHIP and SHIP	Coordinated Curriculum and training schedule
Workforce training Vendor TBD	Coordinating development of training plan	Provision of training including evaluation of outcomes
Regional PPSs	Collaboration on workforce opportunities	Ongoing assistance in coordination of workforce initiatives



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**✓ IPQR Module 11.8 - IT Expectations**

**Instructions :**

Please describe how the development of shared IT infrastructure across the PPS will support your plans for workforce transformation.

Alignment between workforce and IT is critical to DSRIP success. Once our training strategy and plan are implemented, we will rely on IT platforms to track training progress (e.g. tracking completed training, when and what was trained and certifications achieved, etc.). This will require a Cross PPS reporting system to facilitate data collection and analysis. The AMCH PPS will execute the workforce transition roadmap by relying on IT capabilities to track staff movement and changes across the PPS (e.g. redeployed staff, net new hires). We will need a central IT system that is both capable of tracking workforce changes and gathering data and information related to these changes in a seamless and timely fashion. This system will also be necessary to report on measures for required quarterly progress reports. Finally, as we undertake this large-scale workforce transformation, a central IT system will enable the AMCH PPS to track open positions and staffing needs across the PPS by creating a jobs database that will allow workers the ability to see employment availability and opportunity across the member organizations.

**✓ IPQR Module 11.9 - Progress Reporting**

**Instructions :**

Please describe how you will measure the success of this organizational workstream.

Based on our approved training strategy, AMCH's PPS will collect data electronically from all participating providers on a quarterly basis in regards to the training provided, new hires, staff redeployment, and reassignment as well as un-met needs. AMCH will utilize project management software for this purpose. Training accomplishments including pre and post test training evaluations will be captured either from SAKAI (AMCH's online training portal) or our workforce training vendor. Additional documentation of adopted workforce strategies and operations will be provided from meeting minutes and other sources that demonstrate the PAC Executive Committee review and approval process. Success of the organizational work stream will be measured by the total number of workers that receive training or re-training. Additionally we will monitor employment levels and net-new workers added to the workforce. Specific gaps that are identified in the project plan will be monitored and success will be based on the progress in closing those gaps.

**IPQR Module 11.11 - IA Monitoring:**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Project 2.a.i – Create Integrated Delivery Systems that are focused on Evidence-Based Medicine / Population Health Management**

**✓ IPQR Module 2.a.i.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

The primary risk for clinical integration will be lack of participation from practitioners and leaders of healthcare organizations. Based on the CNA, care is neither integrated nor coordinated among the PPS service area. The absence of EHR Connectivity results in patients with co-morbidities who see several providers who may not routinely coordinate care with one another. Data sharing age restrictions will be a challenge for organizations serving pediatrics. P4P and VBP have not yet had a significant impact on the region, with less than 10% of the current payer contracts requiring risk sharing arrangements. Further challenges include: ineffective patient engagement/behavioral modification, the need for additional payer guidance, non-reimbursable costs of some services, costs of implementation, lack of data from private payers, OPWDD regulatory restrictions, lack of managed care services for the developmentally disabled, and the current shortage of BH providers. Integration of care delivery will require the differences in licensure, billing and compliance issues between article 28 & 31 providers to be minimized. Gaps in infrastructure/technology that prevent communication and care plan development between organizations will be a risk; only 40% of our partners are connected to HIXNY and only 1 in 5 participating PCP practices are NCQA PCMH Level 3 certified. The sheer volume of need for individuals, the workforce licensure, skill-set and the siloed nature of many CBOs will be a challenge to overcome. To mitigate these risks, we will:

- Facilitate ongoing collaboration between the TDMC, CQAC and provider stakeholders to ensure development of a sustainable, affordable and realistic plans for regional connectivity by building upon existing platforms to develop short-term solutions that will evolve to long-term sustainable technology interfaces.
- Provide seamless care for patients by increasing healthcare capacity through partnerships across all provider types, new access points and redeploying existing resources and workforce.
- Employ tele-health options and other emerging technologies to increase access in identified HPSAs.
- Assess VBP readiness of our partners to establish baseline data and ensure partners are prepared to align provider compensation to patient outcomes. AMCH PPS will incorporate risk based arrangements in contracts across the PPS to incentivize providers.
- Assist partners in developing population health strategies through the use of data analytics and risk stratification.
- Utilize current/future partners that have experience to develop risk based arrangements & population health management including care management and coordination.
- Draw on expertise of HH partners to help support integration strategies.
- Conduct monthly meetings with MCOs to discuss utilization issues, performance and payment reform.
- Engage patients through CBOs, peers, health workers, etc. to become partners and modify behavior to improve access and quality of care.
- Assess the PCP partners' readiness to certify as a level 3 PCMH through a team of experts who will coach, support and incentivize the PCPs through the process of obtaining this recognition.
- DSRIP training/education team will provide resources and materials to organizations that will improve understanding, collaboration, IDS and patient engagement. Materials will be developed as needed for patient compliance and distributed after review and approval by the CCHLC. Our



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

workforce training vendor will provide training/resources for the current workforce to ensure there is a level of comfort with any additional responsibilities.

- Develop, implement, and monitor clinical care guidelines to improve and standardize clinical integration across the network.
- Drive clinical integration through the alignment of incentives for participating providers.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.i.2 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> All PPS providers must be included in the Integrated Delivery System. The IDS should include all medical, behavioral, post-acute, long-term care, and community-based service providers within the PPS network; additionally, the IDS structure must include payers and social service organizations, as necessary to support its strategy.	Project	N/A	In Progress	09/15/2015	09/30/2016	09/15/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS includes continuum of providers in IDS, including medical, behavioral health, post-acute, long-term care, and community-based providers.	Project		In Progress	09/15/2015	12/31/2015	09/15/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:1. AMCH PMO will analyze the services offered within the PPS provider network to identify medical, behavioral health, post acute, long term care, community based, health home providers and health homes with whom the PPS can collaborate with to ensure a full continuum of care.	Project		In Progress	10/12/2015	12/31/2015	10/12/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH PMO will engage participating providers by conducting regional stakeholder meetings, as needed, to encourage provider buy-in and collaboration for IDS implementation. In addition, the AMCH PMO will seek additional service providers, as needed, to address gaps identified from the analysis conducted in the previous step.	Project		In Progress	10/26/2015	12/31/2015	10/26/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. AMCH PMO will meet with participating partners, including health homes, to establish clear expectations regarding: performance indicators, utilization, quality metrics and payment reform, methodologies to incentivize behavior, implementation plan milestones, and allocation/sharing of existing resources within the PPS.	Project		In Progress	02/16/2016	04/15/2016	02/16/2016	04/15/2016	06/30/2016	DY2 Q1



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:4. AMCH PMO will meet with payers and social service agencies, as necessary, and enter into working relationships and/or consulting arrangements to further IDS implementation.	Project		In Progress	02/01/2016	04/29/2016	02/01/2016	04/29/2016	06/30/2016	DY2 Q1
<b>Task</b> M1:5. AMCH PMO will develop and disseminate participation agreements with the provider network to define the rules, regulations, and responsibilities of all parties. Once completed, these agreements will form the basis of participation for the duration of the DSRIP program.	Project		In Progress	09/15/2015	09/30/2016	09/15/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:6. Signed participation agreements will be completed by September 2016.	Project		In Progress	09/15/2015	09/30/2016	09/15/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Milestone #2</b> Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.	Project	N/A	In Progress	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS produces a list of participating HHs and ACOs.	Project		In Progress	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Participating HHs and ACOs demonstrate real service integration which incorporates a population management strategy towards evolving into an IDS.	Project		In Progress	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices and integrated service delivery.	Project		In Progress	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will create a list of participating health home providers in the PPS network.	Project		In Progress	09/07/2015	12/21/2015	09/07/2015	12/21/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:1. AMCH PMO will survey participating providers and HHs/ACOs to obtain current IT networking capabilities.	Project		In Progress	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. AMCH PMO will identify and assess current capabilities of partnering HHs and utilize baseline information to analyze gaps and identify opportunities for improvement/evolution of HH to IDS.	Project		In Progress	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:3. Based on the IT roadmap, AMCH PMO will incorporate a strategy to integrate health home management systems into the	Project		In Progress	10/19/2015	12/31/2015	10/19/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
population health management system of the IDS.									
<b>Task</b> M3:1. AMCH PMO will routinely hold engagement meetings with payers, participating providers, social service agencies, community based organizations, and others to develop collaborative care practices during the transformation process.	Project		In Progress	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Milestone #3</b> Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	Project	N/A	In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Clinically Interoperable System is in place for all participating providers.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has protocols in place for care coordination and has identified process flow changes required to successfully implement IDS.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has process for tracking care outside of hospitals to ensure that all critical follow-up services and appointment reminders are followed.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS trains staff on IDS protocols and processes.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.									
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M2:1. AMCH PMO will identify the current state of care coordination, services and workflow. AMCH PMO will create the future state of what collaboration linkages need to be created to ensure successful implementation over the DSRIP five year program.	Project		In Progress	10/05/2015	02/05/2016	10/05/2015	02/05/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:2. AMCH PMO will complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with partners, develop an action plan for the implementation of the IDS model.	Project		In Progress	10/05/2015	02/05/2016	10/05/2015	02/05/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:3. AMCH PMO will implement the approved action plan utilizing the PDSA approach.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. AMCH PMO will monitor ongoing performance, analyze clinical and operational outcomes and identify timelines/practice sites for spread of successful tests of change.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. AMCH PMO, in collaboration with the CQAC, will conduct a thorough review of existing care management and coordination protocols to select nationally recognized best practices to meet various project requirements and milestones required for transformation and patient engagement.	Project		In Progress	10/05/2015	02/05/2016	10/05/2015	02/05/2016	03/31/2016	DY1 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:6. AMCH PMO, in collaboration with the TDMC, will build upon existing platforms and develop short-term solutions for integration including protocols in place for care coordination and processes for tracking care outside of hospitals to ensure care follow up.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:7. AMCH PMO in collaboration with the CCAC will conduct consumer focus groups and surveys regularly to understand the level of patient engagement and PCP utilization.	Project		In Progress	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M3:1. CQAC will create a behavioral health subcommittee to ensure that mental health and substance abuse providers are participating in the IDS.	Project		In Progress	10/12/2015	03/31/2017	10/12/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M3:2. Based on the protocols in place, AMCH PMO will analyze monthly utilization data by provider group to determine whether patients have utilized services and are active in care. In addition, systems will be developed to ensure referrals to necessary appointments are made, results are communicated promptly, missed appointments are identified and proactive steps are made to access necessary care.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. AMCH PMO will track the utilization patterns of the IDS to ensure that partnering providers are accessing the system platform.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Based off of the Salient Interactive Minor tool, the AMCH PMO will review provider specific data monthly to determine mental health providers with high Medicaid claims, patient utilization and engagement in care.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:1. AMCH PMO in collaboration with the WCC will provide training regarding IDS protocols and processes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Ensure that all PPS safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including directed exchange (secure messaging), alerts and patient record look up, by the end of	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
Demonstration Year (DY) 3.									
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Hospital	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Mental Health	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Nursing Home	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> PPS uses alerts and secure messaging functionality.	Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, hospitals, specialists and PCMH sites.	Project		In Progress	12/05/2015	06/27/2016	12/05/2015	06/27/2016	06/30/2016	DY2 Q1
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts and secure messaging across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note:	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).									
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of NCQA 2014 Level 3 PCMH recognition or APCM by DY3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving NCQA 2014 Level 3 PCMH recognition or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to ensure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
develop a practice-specific action plan to achieve the recognition and transform the care delivery model.									
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA 2014 Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:7. Assign to participating practice leadership, specific roles, responsibilities and timelines to implement the action plan effectively and achieve the recognition by DY 3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate and assess needed additional resources to support practice transformation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:9. Track site-specific certification to assure all participating safety-net providers become NCQA 2014 Level 3 PCMH certified or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #6</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	Project	N/A	In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. The EHR sub-committee will articulate the scope, objectives and requirements of an effective patient tracking system to support an effective population health management strategy across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:4. Establish a central resource to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #7</b> Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.	Project	N/A	In Progress	08/15/2015	03/31/2018	08/15/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Primary care capacity increases improved access for patients seeking services - particularly in high-need areas.	Project		In Progress	08/15/2015	03/31/2018	08/15/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> All practices meet 2014 NCQA Level 3 PCMH and/or APCM standards.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	08/15/2015	03/31/2018	08/15/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria.)	Project		In Progress	08/15/2015	03/31/2018	08/15/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Analyze PHI data, Salient Interactive Minor, and the CNA to identify current utilization patterns, high-risk areas and sites where the attributed patients receive primary care services.	Project		In Progress	08/15/2015	03/31/2018	08/15/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:2. Create and complete a comprehensive provider readiness tool to assess infrastructure, capacity, workforce, data security, and PCMH status to ensure patient accessibility.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:3. Identify gaps in capacity and services rendered to determine strategies to address health disparities in high need areas and capacity shortages across the PPS network.	Project		In Progress	11/02/2015	03/31/2018	11/02/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:4. Collaborate with overlapping PPSs to evaluate network capacity across the region to coordinate patient needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:5. Monitor capacity in PCP sites to ensure that patients seeking services have improved access to care.									
<b>Task</b> M1:6. AMCH PMO and PPS partners will identify opportunities to increase access, particularly in communities most underserved, through innovative funding strategies and workforce development.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians, and staff to learn about the benefits of achieving NCQA 2014 Level 3 PCMH recognition or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the financial, technical, and operational support needed to ensure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Based on the gap analysis, AMCH PMO will establish priorities and develop a practice specific action plan to achieve and transform the care delivery model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership, and timelines to implement the action plan effectively, and achieve the recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate needed	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
additional resources to support practice transformation.									
<b>Task</b> M2:9. Track site-specific certification to ensure all participating safety-net providers become Level 3 PCMH certified or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M3:2. Develop a practice-specific action plan to implement necessary changes to workflows to improve performance on achieving the MU Stage 2 requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. Ensure clinician and staff training on new processes is conducted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Contract with Medicaid Managed Care Organizations and other payers, as appropriate, as an integrated system and establish value-based payment arrangements.	Project	N/A	In Progress	01/11/2016	09/30/2016	01/11/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Medicaid Managed Care contract(s) are in place that include value-based payments.	Project		In Progress	01/11/2016	09/30/2016	01/11/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments to support VBP.	Project		In Progress	01/11/2016	01/31/2016	01/11/2016	01/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework for VBP that can be applied across the regional provider network.	Project		In Progress	02/08/2016	06/30/2016	02/08/2016	06/30/2016	06/30/2016	DY2 Q1
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement the VBP roadmap following appropriate Federal and State laws, regulations and guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.									
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with payers.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #9</b> Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	Project	N/A	In Progress	07/06/2015	03/31/2017	07/06/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS holds monthly meetings with Medicaid Managed Care plans to evaluate utilization trends and performance issues and ensure payment reforms are instituted.	Project		In Progress	07/06/2015	03/31/2017	07/06/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.	Project		In Progress	10/26/2015	03/31/2017	10/26/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:2. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS, including financial sustainability, risk sharing, and compliance with competitive behaviors.	Project		In Progress	07/06/2015	03/31/2017	07/06/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Milestone #10</b> Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.	Project	N/A	In Progress	09/30/2015	09/30/2016	09/30/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS submitted a growth plan outlining the strategy to evolve provider compensation model to incentive-based compensation	Project		In Progress	09/30/2015	09/30/2016	09/30/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Providers receive incentive-based compensation consistent with DSRIP goals and objectives.	Project		In Progress	09/30/2015	09/30/2016	09/30/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. AMCH PMO will analyze relevant documentation and information to understand compensation related to patient diagnosis and outcomes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will draw on the expertise of existing and future partners regarding risk-based arrangements and population-health management to move toward VBP reform.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:3. AMCH PMO will develop a strategic roadmap to transition compensation from current RVU-based models to performance based models that address ways to incentivize behavior to facilitate the change. The resulting plan will involve finance, practitioners and payers to restructure to incentive-based compensation across the provider network.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. On a quarterly basis, AMCH PMO will analyze organizational performance and patient outcomes to determine the amount of incentive-based payments to be disseminated to organizations who meet or exceed DSRIP goals and objectives.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. AMCH Finance Committee will monitor incentive payments to adhere to the funds flow model in order to appropriately distribute funds consistent with achieved values across the provider network.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #11</b> Engage patients in the integrated delivery system through outreach and navigation activities, leveraging community health workers, peers, and culturally competent community-based organizations, as appropriate.	Project	N/A	In Progress	08/10/2015	09/30/2016	08/10/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Community health workers and community-based organizations utilized in IDS for outreach and navigation activities.	Project		In Progress	08/10/2015	09/30/2016	08/10/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. AMCH WCC will define a target workforce state in line with the DSRIP program goals for community health workers and community based organizations.	Project		In Progress	08/10/2015	10/31/2015	08/10/2015	10/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH WCC will assess the current capabilities and systems in place for providing community health worker/community based organization services for outreach and navigation activities.	Project		In Progress	08/24/2015	10/31/2015	08/24/2015	10/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. AMCH WCC will create a workforce transition roadmap based on the identified gaps to align and build community health worker capacity to meet the outreach and navigation needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. AMCH PMO will evaluate patient satisfaction with	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
community outreach and navigation services to modify the delivery system as necessary and appropriate.									
<b>Task</b> M1:5. Working with CBOs, the CCAC, CCHLC and WCC, the AMCH PMO will develop a culturally appropriate project-based care coordination team that may include care navigators, peer educators, and/or community health workers for outreach and navigation activities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Based on the identified needs of the engaged patients, the CCAC will develop a community engagement plan that will include key community stakeholders and discuss action steps necessary to ensure patients are engaged in the IDS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> All PPS providers must be included in the Integrated Delivery System. The IDS should include all medical, behavioral, post-acute, long-term care, and community-based service providers within the PPS network; additionally, the IDS structure must include payers and social service organizations, as necessary to support its strategy.										
<b>Task</b> PPS includes continuum of providers in IDS, including medical, behavioral health, post-acute, long-term care, and community-based providers.										
<b>Task</b> M1:1. AMCH PMO will analyze the services offered within the PPS provider network to identify medical, behavioral health, post acute, long term care, community based, health home providers and health homes with whom the PPS can collaborate with to ensure a full continuum of care.										
<b>Task</b> M1:2. AMCH PMO will engage participating providers by conducting regional stakeholder meetings, as needed, to encourage provider buy-in and collaboration for IDS implementation. In addition, the AMCH PMO will seek additional service providers, as needed, to address gaps identified from the analysis conducted in the previous step.										
<b>Task</b> M1:3. AMCH PMO will meet with participating partners, including										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
health homes, to establish clear expectations regarding: performance indicators, utilization, quality metrics and payment reform, methodologies to incentivize behavior, implementation plan milestones, and allocation/sharing of existing resources within the PPS.										
<b>Task</b> M1:4. AMCH PMO will meet with payers and social service agencies, as necessary, and enter into working relationships and/or consulting arrangements to further IDS implementation.										
<b>Task</b> M1:5. AMCH PMO will develop and disseminate participation agreements with the provider network to define the rules, regulations, and responsibilities of all parties. Once completed, these agreements will form the basis of participation for the duration of the DSRIP program.										
<b>Task</b> M1:6. Signed participation agreements will be completed by September 2016.										
<b>Milestone #2</b> Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.										
<b>Task</b> PPS produces a list of participating HHs and ACOs.										
<b>Task</b> Participating HHs and ACOs demonstrate real service integration which incorporates a population management strategy towards evolving into an IDS.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices and integrated service delivery.										
<b>Task</b> M1:1. AMCH PMO will create a list of participating health home providers in the PPS network.										
<b>Task</b> M2:1. AMCH PMO will survey participating providers and HHs/ACOs to obtain current IT networking capabilities.										
<b>Task</b> M2:2. AMCH PMO will identify and assess current capabilities of partnering HHs and utilize baseline information to analyze gaps and identify opportunities for improvement/evolution of HH to IDS.										
<b>Task</b> M2:3. Based on the IT roadmap, AMCH PMO will incorporate a strategy to integrate health home management systems into the population health management system of the IDS.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M3:1. AMCH PMO will routinely hold engagement meetings with payers, participating providers, social service agencies, community based organizations, and others to develop collaborative care practices during the transformation process.										
<b>Milestone #3</b> Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.										
<b>Task</b> Clinically Interoperable System is in place for all participating providers.										
<b>Task</b> PPS has protocols in place for care coordination and has identified process flow changes required to successfully implement IDS.										
<b>Task</b> PPS has process for tracking care outside of hospitals to ensure that all critical follow-up services and appointment reminders are followed.										
<b>Task</b> PPS trains staff on IDS protocols and processes.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. AMCH PMO will identify the current state of care coordination, services and workflow. AMCH PMO will create the future state of what collaboration linkages need to be created to ensure successful implementation over the DSRIP five year program.										
<b>Task</b> M2:2. AMCH PMO will complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with partners, develop an action plan for the implementation of the IDS model.										
<b>Task</b> M2:3. AMCH PMO will implement the approved action plan utilizing the PDSA approach.										
<b>Task</b> M2:4. AMCH PMO will monitor ongoing performance, analyze clinical and operational outcomes and identify timelines/practice sites for spread of successful tests of change.										
<b>Task</b> M2:5. AMCH PMO, in collaboration with the CQAC, will conduct a thorough review of existing care management and coordination protocols to select nationally recognized best practices to meet various project requirements and milestones required for transformation and patient engagement.										
<b>Task</b> M2:6. AMCH PMO, in collaboration with the TDMC, will build upon existing platforms and develop short-term solutions for integration including protocols in place for care coordination and processes for tracking care outside of hospitals to ensure care follow up.										
<b>Task</b> M2:7. AMCH PMO in collaboration with the CCAC will conduct consumer focus groups and surveys regularly to understand the level of patient engagement and PCP utilization.										
<b>Task</b> M3:1. CQAC will create a behavioral health subcommittee to ensure that mental health and substance abuse providers are										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
participating in the IDS.										
<b>Task</b> M3:2. Based on the protocols in place, AMCH PMO will analyze monthly utilization data by provider group to determine whether patients have utilized services and are active in care. In addition, systems will be developed to ensure referrals to necessary appointments are made, results are communicated promptly, missed appointments are identified and proactive steps are made to access necessary care.										
<b>Task</b> M3:3. AMCH PMO will track the utilization patterns of the IDS to ensure that partnering providers are accessing the system platform.										
<b>Task</b> M3:4. Based off of the Salient Interactive Minor tool, the AMCH PMO will review provider specific data monthly to determine mental health providers with high Medicaid claims, patient utilization and engagement in care.										
<b>Task</b> M4:1. AMCH PMO in collaboration with the WCC will provide training regarding IDS protocols and processes.										
<b>Milestone #4</b> Ensure that all PPS safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including directed exchange (secure messaging), alerts and patient record look up, by the end of Demonstration Year (DY) 3.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	126	126	126	126	126
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	7	7	7	7	7
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	54	54	54	54	54
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	25	25	25	25	25
<b>Task</b> PPS uses alerts and secure messaging functionality.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.										
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, hospitals, specialists and PCMH sites.										
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts and secure messaging across the PPS.										
<b>Milestone #5</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	0	0	0	0	53	53	53	53	53	53
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of NCQA 2014 Level 3 PCMH recognition or APCM by DY3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving NCQA 2014 Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to ensure successful recognition by DY3.										
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice-specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA 2014 Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign to participating practice leadership, specific roles, responsibilities and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate and assess needed additional resources to support practice transformation.										
<b>Task</b> M2:9. Track site-specific certification to assure all participating safety-net providers become NCQA 2014 Level 3 PCMH certified or APCM.										
<b>Milestone #6</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.										
<b>Task</b> PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. The EHR sub-committee will articulate the scope, objectives and requirements of an effective patient tracking system to support an effective population health management strategy across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Establish a central resource to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:5. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										
<b>Milestone #7</b> Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.										
<b>Task</b> Primary care capacity increases improved access for patients seeking services - particularly in high-need areas.										
<b>Task</b> All practices meet 2014 NCQA Level 3 PCMH and/or APCM standards.	0	0	0	0	50	494	494	494	494	494
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria.)										
<b>Task</b> M1:1. Analyze PHI data, Salient Interactive Minor, and the CNA to identify current utilization patterns, high-risk areas and sites where the attributed patients receive primary care services.										
<b>Task</b> M1:2. Create and complete a comprehensive provider readiness tool to assess infrastructure, capacity, workforce, data security, and PCMH status to ensure patient accessibility.										
<b>Task</b> M1:3. Identify gaps in capacity and services rendered to determine strategies to address health disparities in high need areas and capacity shortages across the PPS network.										
<b>Task</b> M1:4. Collaborate with overlapping PPSs to evaluate network capacity across the region to coordinate patient needs.										
<b>Task</b> M1:5. Monitor capacity in PCP sites to ensure that patients seeking services have improved access to care.										
<b>Task</b> M1:6. AMCH PMO and PPS partners will identify opportunities to										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
increase access, particularly in communities most underserved, through innovative funding strategies and workforce development.										
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians, and staff to learn about the benefits of achieving NCQA 2014 Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the financial, technical, and operational support needed to ensure successful recognition by DY3.										
<b>Task</b> M2:5. Based on the gap analysis, AMCH PMO will establish priorities and develop a practice specific action plan to achieve and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership, and timelines to implement the action plan effectively, and achieve the recognition by DY3.										
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate needed additional resources to support practice transformation.										
<b>Task</b> M2:9. Track site-specific certification to ensure all participating safety-net providers become Level 3 PCMH certified or APCM.										
<b>Task</b> M3:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M3:2. Develop a practice-specific action plan to implement										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
necessary changes to workflows to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M3:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M3:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Milestone #8</b> Contract with Medicaid Managed Care Organizations and other payers, as appropriate, as an integrated system and establish value-based payment arrangements.										
<b>Task</b> Medicaid Managed Care contract(s) are in place that include value-based payments.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments to support VBP.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework for VBP that can be applied across the regional provider network.										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement the VBP roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with payers.										
<b>Milestone #9</b> Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.										
<b>Task</b> PPS holds monthly meetings with Medicaid Managed Care plans to evaluate utilization trends and performance issues and ensure payment reforms are instituted.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends,										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:2. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS, including financial sustainability, risk sharing, and compliance with competitive behaviors.										
<b>Milestone #10</b> Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.										
<b>Task</b> PPS submitted a growth plan outlining the strategy to evolve provider compensation model to incentive-based compensation										
<b>Task</b> Providers receive incentive-based compensation consistent with DSRIP goals and objectives.										
<b>Task</b> M1:1. AMCH PMO will analyze relevant documentation and information to understand compensation related to patient diagnosis and outcomes.										
<b>Task</b> M1:2. AMCH PMO will draw on the expertise of existing and future partners regarding risk-based arrangements and population-health management to move toward VBP reform.										
<b>Task</b> M1:3. AMCH PMO will develop a strategic roadmap to transition compensation from current RVU-based models to performance based models that address ways to incentivize behavior to facilitate the change. The resulting plan will involve finance, practitioners and payers to restructure to incentive-based compensation across the provider network.										
<b>Task</b> M2:1. On a quarterly basis, AMCH PMO will analyze organizational performance and patient outcomes to determine the amount of incentive-based payments to be disseminated to organizations who meet or exceed DSRIP goals and objectives.										
<b>Task</b> M2:2. AMCH Finance Committee will monitor incentive payments to adhere to the funds flow model in order to appropriately distribute funds consistent with achieved values across the provider network.										
<b>Milestone #11</b> Engage patients in the integrated delivery system through outreach and navigation activities, leveraging community health workers, peers, and culturally competent community-based organizations, as appropriate.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> Community health workers and community-based organizations utilized in IDS for outreach and navigation activities.										
<b>Task</b> M1:1. AMCH WCC will define a target workforce state in line with the DSRIP program goals for community health workers and community based organizations.										
<b>Task</b> M1:2. AMCH WCC will assess the current capabilities and systems in place for providing community health worker/community based organization services for outreach and navigation activities.										
<b>Task</b> M1:3. AMCH WCC will create a workforce transition roadmap based on the identified gaps to align and build community health worker capacity to meet the outreach and navigation needs.										
<b>Task</b> M1:4. AMCH PMO will evaluate patient satisfaction with community outreach and navigation services to modify the delivery system as necessary and appropriate.										
<b>Task</b> M1:5. Working with CBOs, the CCAC, CCHLC and WCC, the AMCH PMO will develop a culturally appropriate project-based care coordination team that may include care navigators, peer educators, and/or community health workers for outreach and navigation activities.										
<b>Task</b> M1:6. Based on the identified needs of the engaged patients, the CCAC will develop a community engagement plan that will include key community stakeholders and discuss action steps necessary to ensure patients are engaged in the IDS.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> All PPS providers must be included in the Integrated Delivery System. The IDS should include all medical, behavioral, post-acute, long-term care, and community-based service providers within the PPS network; additionally, the IDS structure must include payers and social service organizations, as necessary to support its strategy.										
<b>Task</b> PPS includes continuum of providers in IDS, including medical, behavioral health, post-acute, long-term care, and community-based providers.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:1. AMCH PMO will analyze the services offered within the PPS provider network to identify medical, behavioral health, post acute, long term care, community based, health home providers and health homes with whom the PPS can collaborate with to ensure a full continuum of care.										
<b>Task</b> M1:2. AMCH PMO will engage participating providers by conducting regional stakeholder meetings, as needed, to encourage provider buy-in and collaboration for IDS implementation. In addition, the AMCH PMO will seek additional service providers, as needed, to address gaps identified from the analysis conducted in the previous step.										
<b>Task</b> M1:3. AMCH PMO will meet with participating partners, including health homes, to establish clear expectations regarding: performance indicators, utilization, quality metrics and payment reform, methodologies to incentivize behavior, implementation plan milestones, and allocation/sharing of existing resources within the PPS.										
<b>Task</b> M1:4. AMCH PMO will meet with payers and social service agencies, as necessary, and enter into working relationships and/or consulting arrangements to further IDS implementation.										
<b>Task</b> M1:5. AMCH PMO will develop and disseminate participation agreements with the provider network to define the rules, regulations, and responsibilities of all parties. Once completed, these agreements will form the basis of participation for the duration of the DSRIP program.										
<b>Task</b> M1:6. Signed participation agreements will be completed by September 2016.										
<b>Milestone #2</b> Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.										
<b>Task</b> PPS produces a list of participating HHs and ACOs.										
<b>Task</b> Participating HHs and ACOs demonstrate real service integration which incorporates a population management strategy towards evolving into an IDS.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices and integrated service delivery.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:1. AMCH PMO will create a list of participating health home providers in the PPS network.										
<b>Task</b> M2:1. AMCH PMO will survey participating providers and HHs/ACOs to obtain current IT networking capabilities.										
<b>Task</b> M2:2. AMCH PMO will identify and assess current capabilities of partnering HHs and utilize baseline information to analyze gaps and identify opportunities for improvement/evolution of HH to IDS.										
<b>Task</b> M2:3. Based on the IT roadmap, AMCH PMO will incorporate a strategy to integrate health home management systems into the population health management system of the IDS.										
<b>Task</b> M3:1. AMCH PMO will routinely hold engagement meetings with payers, participating providers, social service agencies, community based organizations, and others to develop collaborative care practices during the transformation process.										
<b>Milestone #3</b> Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.										
<b>Task</b> Clinically Interoperable System is in place for all participating providers.										
<b>Task</b> PPS has protocols in place for care coordination and has identified process flow changes required to successfully implement IDS.										
<b>Task</b> PPS has process for tracking care outside of hospitals to ensure that all critical follow-up services and appointment reminders are followed.										
<b>Task</b> PPS trains staff on IDS protocols and processes.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. AMCH PMO will identify the current state of care coordination, services and workflow. AMCH PMO will create the future state of what collaboration linkages need to be created to ensure successful implementation over the DSRIP five year program.										
<b>Task</b> M2:2. AMCH PMO will complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with partners, develop an action plan for the implementation of the IDS model.										
<b>Task</b> M2:3. AMCH PMO will implement the approved action plan utilizing the PDSA approach.										
<b>Task</b> M2:4. AMCH PMO will monitor ongoing performance, analyze clinical and operational outcomes and identify timelines/practice sites for spread of successful tests of change.										
<b>Task</b> M2:5. AMCH PMO, in collaboration with the CQAC, will conduct a thorough review of existing care management and coordination protocols to select nationally recognized best practices to meet										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
various project requirements and milestones required for transformation and patient engagement.										
<b>Task</b> M2:6. AMCH PMO, in collaboration with the TDMC, will build upon existing platforms and develop short-term solutions for integration including protocols in place for care coordination and processes for tracking care outside of hospitals to ensure care follow up.										
<b>Task</b> M2:7. AMCH PMO in collaboration with the CCAC will conduct consumer focus groups and surveys regularly to understand the level of patient engagement and PCP utilization.										
<b>Task</b> M3:1. CQAC will create a behavioral health subcommittee to ensure that mental health and substance abuse providers are participating in the IDS.										
<b>Task</b> M3:2. Based on the protocols in place, AMCH PMO will analyze monthly utilization data by provider group to determine whether patients have utilized services and are active in care. In addition, systems will be developed to ensure referrals to necessary appointments are made, results are communicated promptly, missed appointments are identified and proactive steps are made to access necessary care.										
<b>Task</b> M3:3. AMCH PMO will track the utilization patterns of the IDS to ensure that partnering providers are accessing the system platform.										
<b>Task</b> M3:4. Based off of the Salient Interactive Minor tool, the AMCH PMO will review provider specific data monthly to determine mental health providers with high Medicaid claims, patient utilization and engagement in care.										
<b>Task</b> M4:1. AMCH PMO in collaboration with the WCC will provide training regarding IDS protocols and processes.										
<b>Milestone #4</b> Ensure that all PPS safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including directed exchange (secure messaging), alerts and patient record look up, by the end of Demonstration Year (DY) 3.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	53	53	53	53	53	53	53	53	53	53



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	126	126	126	126	126	126	126	126	126	126
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	7	7	7	7	7	7	7	7	7	7
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	25	25	25	25	25	25	25	25	25	25
<b>Task</b> PPS uses alerts and secure messaging functionality.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.										
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, hospitals, specialists and PCMH sites.										
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts and secure messaging across the PPS.										
<b>Milestone #5</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of NCQA 2014 Level 3 PCMH recognition or APCM by DY3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving NCQA 2014 Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to ensure successful recognition by DY3.										
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice-specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA 2014 Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign to participating practice leadership, specific roles, responsibilities and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate and assess needed additional resources to support practice transformation.										
<b>Task</b> M2:9. Track site-specific certification to assure all participating safety-net providers become NCQA 2014 Level 3 PCMH certified or APCM.										
<b>Milestone #6</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.										
<b>Task</b> PPS identifies targeted patients through patient registries and is										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. The EHR sub-committee will articulate the scope, objectives and requirements of an effective patient tracking system to support an effective population health management strategy across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Establish a central resource to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:5. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										
<b>Milestone #7</b> Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.										
<b>Task</b> Primary care capacity increases improved access for patients seeking services - particularly in high-need areas.										
<b>Task</b> All practices meet 2014 NCQA Level 3 PCMH and/or APCM standards.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria.)										
<b>Task</b> M1:1. Analyze PHI data, Salient Interactive Minor, and the CNA to identify current utilization patterns, high-risk areas and sites where the attributed patients receive primary care services.										
<b>Task</b> M1:2. Create and complete a comprehensive provider readiness tool to assess infrastructure, capacity, workforce, data security,										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
and PCMH status to ensure patient accessibility.										
<b>Task</b> M1:3. Identify gaps in capacity and services rendered to determine strategies to address health disparities in high need areas and capacity shortages across the PPS network.										
<b>Task</b> M1:4. Collaborate with overlapping PPSs to evaluate network capacity across the region to coordinate patient needs.										
<b>Task</b> M1:5. Monitor capacity in PCP sites to ensure that patients seeking services have improved access to care.										
<b>Task</b> M1:6. AMCH PMO and PPS partners will identify opportunities to increase access, particularly in communities most underserved, through innovative funding strategies and workforce development.										
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians, and staff to learn about the benefits of achieving NCQA 2014 Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the financial, technical, and operational support needed to ensure successful recognition by DY3.										
<b>Task</b> M2:5. Based on the gap analysis, AMCH PMO will establish priorities and develop a practice specific action plan to achieve and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign specific roles and responsibilities for the										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
participating practice leadership, and timelines to implement the action plan effectively, and achieve the recognition by DY3.										
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate needed additional resources to support practice transformation.										
<b>Task</b> M2:9. Track site-specific certification to ensure all participating safety-net providers become Level 3 PCMH certified or APCM.										
<b>Task</b> M3:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M3:2. Develop a practice-specific action plan to implement necessary changes to workflows to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M3:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M3:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Milestone #8</b> Contract with Medicaid Managed Care Organizations and other payers, as appropriate, as an integrated system and establish value-based payment arrangements.										
<b>Task</b> Medicaid Managed Care contract(s) are in place that include value-based payments.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments to support VBP.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework for VBP that can be applied across the regional provider network.										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement the VBP roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with payers.										
<b>Milestone #9</b> Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.										
<b>Task</b> PPS holds monthly meetings with Medicaid Managed Care plans to evaluate utilization trends and performance issues and ensure payment reforms are instituted.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:2. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS, including financial sustainability, risk sharing, and compliance with competitive behaviors.										
<b>Milestone #10</b> Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.										
<b>Task</b> PPS submitted a growth plan outlining the strategy to evolve provider compensation model to incentive-based compensation										
<b>Task</b> Providers receive incentive-based compensation consistent with DSRIP goals and objectives.										
<b>Task</b> M1:1. AMCH PMO will analyze relevant documentation and information to understand compensation related to patient diagnosis and outcomes.										
<b>Task</b> M1:2. AMCH PMO will draw on the expertise of existing and future partners regarding risk-based arrangements and population-health management to move toward VBP reform.										
<b>Task</b> M1:3. AMCH PMO will develop a strategic roadmap to transition compensation from current RVU-based models to performance based models that address ways to incentivize behavior to facilitate the change. The resulting plan will involve finance, practitioners and payers to restructure to incentive-based compensation across the provider network.										
<b>Task</b> M2:1. On a quarterly basis, AMCH PMO will analyze										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
organizational performance and patient outcomes to determine the amount of incentive-based payments to be disseminated to organizations who meet or exceed DSRIP goals and objectives.										
<b>Task</b> M2:2. AMCH Finance Committee will monitor incentive payments to adhere to the funds flow model in order to appropriately distribute funds consistent with achieved values across the provider network.										
<b>Milestone #11</b> Engage patients in the integrated delivery system through outreach and navigation activities, leveraging community health workers, peers, and culturally competent community-based organizations, as appropriate.										
<b>Task</b> Community health workers and community-based organizations utilized in IDS for outreach and navigation activities.										
<b>Task</b> M1:1. AMCH WCC will define a target workforce state in line with the DSRIP program goals for community health workers and community based organizations.										
<b>Task</b> M1:2. AMCH WCC will assess the current capabilities and systems in place for providing community health worker/community based organization services for outreach and navigation activities.										
<b>Task</b> M1:3. AMCH WCC will create a workforce transition roadmap based on the identified gaps to align and build community health worker capacity to meet the outreach and navigation needs.										
<b>Task</b> M1:4. AMCH PMO will evaluate patient satisfaction with community outreach and navigation services to modify the delivery system as necessary and appropriate.										
<b>Task</b> M1:5. Working with CBOs, the CCAC, CCHLC and WCC, the AMCH PMO will develop a culturally appropriate project-based care coordination team that may include care navigators, peer educators, and/or community health workers for outreach and navigation activities.										
<b>Task</b> M1:6. Based on the identified needs of the engaged patients, the CCAC will develop a community engagement plan that will include key community stakeholders and discuss action steps necessary to ensure patients are engaged in the IDS.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
All PPS providers must be included in the Integrated Delivery System. The IDS should include all medical, behavioral, post-acute, long-term care, and community-based service providers within the PPS network; additionally, the IDS structure must include payers and social service organizations, as necessary to support its strategy.	
Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.	
Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	
Ensure that all PPS safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including directed exchange (secure messaging), alerts and patient record look up, by the end of Demonstration Year (DY) 3.	
Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	
Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	
Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.	
Contract with Medicaid Managed Care Organizations and other payers, as appropriate, as an integrated system and establish value-based payment arrangements.	
Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.	
Engage patients in the integrated delivery system through outreach and navigation activities, leveraging community health workers, peers, and culturally competent community-based organizations, as appropriate.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Ongoing	
Milestone #9	Pass & Ongoing	
Milestone #10	Pass & Ongoing	
Milestone #11	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.i.3 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.i.4 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Project 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**

**✓ IPQR Module 2.a.iii.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

A risk associated with the health home at-risk intervention project is a lack of health homes within our PPS network. We intend to mitigate this risk by working collaboratively with the many health home service providers that are part of our network, as well as collaborating closely with neighboring PPSs to meet the needs of our attributed patients.

A more concrete risk to this project is the delays associated with patient identification and risk stratification. Significant data will be needed from the state which remains behind schedule. Additionally, the state is still in the process of conducting the OPT OUT process. This process further delays the ability of our PPS to communicate patient lists generated from state provided data. We will mitigate this by working collaboratively to develop risk stratification and patient identification strategies that do not rely on the data coming from the Department of Health.

Another risk is lack of engagement by practitioners and leaders of the participating providers. Currently most healthcare practitioners and health systems function as silos and have not changed their systems due to current payment systems, or market share dominance. Without their active participation in our efforts to redesign the delivery system, we will face substantial hurdles in implementing project 2.a.iii effectively.

Strong linkages to Level 3 PCMH primary care sites are essential to the success of this project. Inability of the primary care practices to achieve this recognition will create additional hurdles. The current culture among practitioners is a barrier to integration of physical and behavioral health care services. The current lack of integration compromises the care of individuals with comorbid behavioral health and chronic medical conditions. A lack of sufficient care coordination services is also a risk. Failure to create a functional centralized triage system with effective care coordination will put this project at risk.

To mitigate this risk, we will:

- Create teams, led by practicing clinician stakeholders that will develop protocols and clinical pathways using evidence-based standards of care and monitoring of clinical performance.
- With a dedicated team of experts, AMCH PPS will coach and support other primary care practitioners to achieve Level 3 PCMH.
- Provide training and lead a cultural shift across organizational boundaries to create a more collaborative, patient centered approach.
- Assist our partners with the transition towards value-based payments and away from traditional FFS models.
- Create a centralized triage function in connection with our expanded Care Management capabilities. We intend to also expand our PPSs capacity for care management.

Another risk to the successful implementation of this project is the reliance on new IT and communications infrastructure, which is needed to support communication between practitioners and organizations. The IT and data sharing survey that we carried out prior to our DSRIP application revealed that the partners within our PPS are at differing levels of IT capabilities and are on differing platforms, creating risks to integration.

Existing IT infrastructure is inadequate to support a region-wide interoperable system, and a comprehensive patient registry. Rolling out new tools for data sharing while trying to establish new lines of communication to coordinate care will be a complex challenge. To mitigate this risk, we will collaborate with HIT vendors as well as participating providers to redesign and implement clinical IT and data sharing systems.





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.iii.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY2,Q4	15,836

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	4,798	63.79%	2,724	30.30%

Warning: Please note that your patients engaged to date does not meet your committed amount (7,522)

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
mcintyc	Report(s)	1_null_1_2_20151030141632_AMCH 2.A.III FINAL FOR MAPP UPLOAD.xlsx	AMCH PPS 2.A.III Patient Engagement Data	10/30/2015 02:18 PM

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Fail	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.iii.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Develop a Health Home At-Risk Intervention Program, utilizing participating HHs as well as PCMH/APC PCPs in care coordination within the program.	Project	N/A	In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> A clear strategic plan is in place which includes, at a minimum: - Definition of the Health Home At-Risk Intervention Program - Development of comprehensive care management plan, with definition of roles of PCMH/APC PCPs and HHs	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Identify participating provider and/or sites, including but not limited to Health Home providers, PCPs, EDs, CBOs, Social Service agencies and care coordination providers.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Establish committee whose mission is the preparation of a HH At-Risk comprehensive management plan including identified staff and organizational roles.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Identify areas for collaboration with neighboring PPSs and ensure collaboration between related PPS project.	Project		In Progress	11/23/2015	12/31/2015	11/23/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Complete a current state assessment of the HH at-risk population to determine the care coordination needs and availability of CC services.	Project		In Progress	11/02/2015	03/31/2016	11/02/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:5. Identify/hot spot HH at-risk populations in the 5 counties for the PPS.	Project		In Progress	11/02/2015	03/31/2016	11/02/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Define future state for the HH at-risk intervention program utilizing hot spotting and current state assessment.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Complete gap analysis between the current state	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
assessment and defined future state.									
<b>Task</b> M1:8. Utilizing gap analysis and future state modeling, the ad-hoc committee will develop a strategic plan that includes the definition of the HH at-risk intervention program, the development of a care management plan and definition of the management plan and the roles of the identified providers and organizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Submit the HH at-risk intervention program to the PPS Board for review and approval.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #2</b> Ensure all primary care providers participating in the project meet NCQA (2011) accredited Patient Centered Medical Home, Level 3 standards and will achieve NCQA 2014 Level 3 PCMH and Advanced Primary Care accreditation by Demonstration Year (DY) 3.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and APCM standards	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support to assure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.									
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Ensure that all participating safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Case Management / Health Home	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> PPS uses alerts and secure messaging functionality.	Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
project sub-committee.									
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS wide future state connectivity model.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, Hospitals, specialists and PCMH site.	Project		In Progress	12/05/2015	06/27/2016	12/05/2015	06/27/2016	06/30/2016	DY2 Q1
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
timely care coordination.									
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts and secure messaging across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Develop practice specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1 Establish a project sub-committee with representation from participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.									
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support to assure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:8. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH EHR sub-committee will articulate the scope, objectives and requirements of an effective patient tracking system to support effective population health management	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
across PPS entities.									
<b>Task</b> M1:2. AMCH PMO will assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. AMCH PMO will implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. AMCH PMO will establish a central resource to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #6</b> Develop a comprehensive care management plan for each patient to engage him/her in care and to reduce patient risk factors.	Project	N/A	In Progress	11/02/2015	03/31/2017	11/02/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Procedures to engage at-risk patients with care management plan instituted.	Project		In Progress	11/02/2015	03/31/2017	11/02/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Identify HH at-risk patient risk factors based on the current state analysis and hot spotting.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Identify nationally recognized best practice evidence-based care management plans.	Project		In Progress	11/02/2015	03/31/2016	11/02/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:3. Complete plan development using identified best practice evidence-based care management plans, gap analysis and future state model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Develop training materials required to implement Health Home at-risk action plan buy-in at the provider level and implement this training.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:5. Develop care management documentation and protocols, necessary policies and procedures, and a comprehensive action plan, to engage targeted patient population and reduce patient risk factors.									
<b>Milestone #7</b> Establish partnerships between primary care providers and the local Health Home for care management services. This plan should clearly delineate roles and responsibilities for both parties.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Each identified PCP establish partnerships with the local Health Home for care management services.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Each identified PCP establish partnerships with the local Health Home for care management services.	Provider	Case Management / Health Home	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Identify the participating project PCPs, Health Homes such as Hudson River Health, and other Health Home downstream providers.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Define care management roles and responsibilities for each Health Home and participating provider.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Establish partnership agreements with PCPs, HH providers, EDs and CBOs as necessary. Agreements to include information sharing requirements as necessary for care coordination.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Establish partnerships between the primary care providers, in concert with the Health Home, with network resources for needed services. Where necessary, the provider will work with local government units (such as SPOAs and public health departments).	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has established partnerships to medical, behavioral health, and social services.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has established partnerships to medical, behavioral health, and social services.	Provider	Case Management / Health Home	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b>	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
PPS uses EHRs and HIE system to facilitate and document partnerships with needed services.									
<b>Task</b> M1:1. Established project sub-committee will identify the participating project PCPs, Health Home providers, CBOs, local Health Departments, OMH and OASAS licensed providers, LGUs and SPOAs.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Utilize current state assessment, future state model and gap analysis to identify the needed care management services of the participating PCPs and HHs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Identify current PPS providers that have existing PCP and HH resources that could be expanded to fill the gap.	Project		In Progress	11/02/2015	03/31/2016	11/02/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:4. Establish partnership agreements that define policies and procedures and care coordination between the PCPs and HHs with the PPS medical, behavioral health and social service providers for the allocation of needed PCP and HH resources.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Collaborate with TDMC to identify baseline EHR/referral workflow capabilities within participating provider organizations. This survey will include connectivity to HIE.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Collect and review participating provider EHR vendor documentation and facilitate obtaining documentation when missing.	Project		In Progress	10/05/2015	06/30/2016	10/05/2015	06/30/2016	06/30/2016	DY2 Q1
<b>Task</b> M2:3. Establish standards for reporting EHR documentation of referrals to needed services.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Participating PPS providers will report on and document partnerships for needed services using EHRs and the HIE system.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #9</b> Implement evidence-based practice guidelines to address risk factor reduction as well as to ensure appropriate management of chronic diseases. Develop educational materials consistent with cultural and linguistic needs of the population.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b>	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
PPS has adopted evidence-based practice guidelines for management of chronic conditions. Chronic condition appropriate evidence-based practice guidelines developed and process implemented.									
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative evidence-based care practices.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has included social services agencies in development of risk reduction and care practice guidelines.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Culturally-competent educational materials have been developed to promote management and prevention of chronic diseases.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Review and validate CNA data with participating providers to identify the most prevalent chronic conditions based on additional data and expertise of stakeholders.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Project sub-committee, in collaboration with CQAC, will identify Nationally recognized evidence-based guidelines for the management of the identified Chronic conditions.	Project		In Progress	11/02/2015	03/31/2016	11/02/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:3. Submit identified chronic condition guidelines to the CQAC for review and adoption.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Disseminate guidelines while providing appropriate provider level training and education for implementation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PPS participating providers will adopt identified guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Identify all participating providers engaged in partnerships for this project to regularly join project subcommittee and/or CQAC meetings to review evidence based practices.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Assist project participating providers to develop and implement evidence-based care practices where appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Identify Social Services agencies in the PPS five county service area to participate in project subcommittee and PPS	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
PAC meetings where relevant.									
<b>Task</b> M3:2. Establish appropriate written agreements with Social Service Agencies.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. PPS develops risk-reduction and evidence-based care practices with identified Social Services Agencies.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Risk reduction and evidence-based care practices will be presented to CQAC for approval when appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:1. Collaborate with CCHLC to identify training vendor to supply educational materials on management of chronic diseases.	Project		In Progress	11/16/2015	03/31/2016	11/16/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M4:2. Review identified trainings with clinical stakeholders as well as CCAC for understanding.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:3. Disseminate training materials as appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> Develop a Health Home At-Risk Intervention Program, utilizing participating HHs as well as PCMH/APC PCPs in care coordination within the program.										
<b>Task</b> A clear strategic plan is in place which includes, at a minimum: - Definition of the Health Home At-Risk Intervention Program - Development of comprehensive care management plan, with definition of roles of PCMH/APC PCPs and HHs										
<b>Task</b> M1:1. Identify participating provider and/or sites, including but not limited to Health Home providers, PCPs, EDs, CBOs, Social Service agencies and care coordination providers.										
<b>Task</b> M1:2. Establish committee whose mission is the preparation of a HH At-Risk comprehensive management plan including identified staff and organizational roles.										
<b>Task</b> M1:3. Identify areas for collaboration with neighboring PPSs and										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
ensure collaboration between related PPS project.										
<b>Task</b> M1:4. Complete a current state assessment of the HH at-risk population to determine the care coordination needs and availability of CC services.										
<b>Task</b> M1:5. Identify/hot spot HH at-risk populations in the 5 counties for the PPS.										
<b>Task</b> M1:6. Define future state for the HH at-risk intervention program utilizing hot spotting and current state assessment.										
<b>Task</b> M1:7. Complete gap analysis between the current state assessment and defined future state.										
<b>Task</b> M1:8. Utilizing gap analysis and future state modeling, the ad-hoc committee will develop a strategic plan that includes the definition of the HH at-risk intervention program, the development of a care management plan and definition of the management plan and the roles of the identified providers and organizations.										
<b>Task</b> M1:9. Submit the HH at-risk intervention program to the PPS Board for review and approval.										
<b>Milestone #2</b> Ensure all primary care providers participating in the project meet NCQA (2011) accredited Patient Centered Medical Home, Level 3 standards and will achieve NCQA 2014 Level 3 PCMH and Advanced Primary Care accreditation by Demonstration Year (DY) 3.										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and APCM standards	0	0	0	0	0	247	247	494	494	494
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M1:8. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Milestone #3</b> Ensure that all participating safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	126	126	126	126	126
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	9	9	9	9	9
<b>Task</b> PPS uses alerts and secure messaging functionality.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.										
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, Hospitals, specialists and PCMH site.										
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
and secure messaging across the PPS.										
<b>Milestone #4</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM.										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	0	0	0	0	0	0	53	53	53	53
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop practice specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M2:1 Establish a project sub-committee with representation from participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support to assure successful recognition by DY3.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
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<b>Milestone #5</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.										
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<b>Task</b> M1:2. AMCH PMO will assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Milestone #6</b> Develop a comprehensive care management plan for each patient to engage him/her in care and to reduce patient risk factors.										
<b>Task</b> Procedures to engage at-risk patients with care management plan instituted.										
<b>Task</b> M1:1. Identify HH at-risk patient risk factors based on the current state analysis and hot spotting.										
<b>Task</b> M1:2. Identify nationally recognized best practice evidence-based care management plans.										
<b>Task</b> M1:3. Complete plan development using identified best practice evidence-based care management plans, gap analysis and future state model.										
<b>Task</b> M1:4. Develop training materials required to implement Health Home at-risk action plan buy-in at the provider level and implement this training.										
<b>Task</b> M1:5. Develop care management documentation and protocols, necessary policies and procedures, and a comprehensive action plan, to engage targeted patient population and reduce patient risk factors.										
<b>Milestone #7</b> Establish partnerships between primary care providers and the local Health Home for care management services. This plan should clearly delineate roles and responsibilities for both parties.										
<b>Task</b> Each identified PCP establish partnerships with the local Health Home for care management services.	0	0	0	0	0	247	247	494	494	494
<b>Task</b> Each identified PCP establish partnerships with the local Health Home for care management services.	0	0	0	0	0	3	3	9	9	9
<b>Task</b> M1:1. Identify the participating project PCPs, Health Homes such as Hudson River Health, and other Health Home downstream providers.										
<b>Task</b> M1:2. Define care management roles and responsibilities for each Health Home and participating provider.										
<b>Task</b> M1:3. Establish partnership agreements with PCPs, HH providers, EDs and CBOs as necessary. Agreements to include										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
information sharing requirements as necessary for care coordination.										
<b>Milestone #8</b> Establish partnerships between the primary care providers, in concert with the Health Home, with network resources for needed services. Where necessary, the provider will work with local government units (such as SPOAs and public health departments).										
<b>Task</b> PPS has established partnerships to medical, behavioral health, and social services.	0	0	0	0	0	247	247	494	494	494
<b>Task</b> PPS has established partnerships to medical, behavioral health, and social services.	0	0	0	0	0	3	3	9	9	9
<b>Task</b> PPS uses EHRs and HIE system to facilitate and document partnerships with needed services.										
<b>Task</b> M1:1. Established project sub-committee will identify the participating project PCPs, Health Home providers, CBOs, local Health Departments, OMH and OASAS licensed providers, LGUs and SPOAs.										
<b>Task</b> M1:2. Utilize current state assessment, future state model and gap analysis to identify the needed care management services of the participating PCPs and HHs.										
<b>Task</b> M1:3. Identify current PPS providers that have existing PCP and HH resources that could be expanded to fill the gap.										
<b>Task</b> M1:4. Establish partnership agreements that define policies and procedures and care coordination between the PCPs and HHs with the PPS medical, behavioral health and social service providers for the allocation of needed PCP and HH resources.										
<b>Task</b> M2:1. Collaborate with TDMC to identify baseline EHR/referral workflow capabilities within participating provider organizations. This survey will include connectivity to HIE.										
<b>Task</b> M2:2. Collect and review participating provider EHR vendor documentation and facilitate obtaining documentation when missing.										
<b>Task</b> M2:3. Establish standards for reporting EHR documentation of referrals to needed services.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M2:4. Participating PPS providers will report on and document partnerships for needed services using EHRs and the HIE system.										
<b>Milestone #9</b> Implement evidence-based practice guidelines to address risk factor reduction as well as to ensure appropriate management of chronic diseases. Develop educational materials consistent with cultural and linguistic needs of the population.										
<b>Task</b> PPS has adopted evidence-based practice guidelines for management of chronic conditions. Chronic condition appropriate evidence-based practice guidelines developed and process implemented.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative evidence-based care practices.										
<b>Task</b> PPS has included social services agencies in development of risk reduction and care practice guidelines.										
<b>Task</b> Culturally-competent educational materials have been developed to promote management and prevention of chronic diseases.										
<b>Task</b> M1:1. Review and validate CNA data with participating providers to identify the most prevalent chronic conditions based on additional data and expertise of stakeholders.										
<b>Task</b> M1:2. Project sub-committee, in collaboration with CQAC, will identify Nationally recognized evidence-based guidelines for the management of the identified Chronic conditions.										
<b>Task</b> M1:3. Submit identified chronic condition guidelines to the CQAC for review and adoption.										
<b>Task</b> M1:4. Disseminate guidelines while providing appropriate provider level training and education for implementation.										
<b>Task</b> M1:5. AMCH PPS participating providers will adopt identified guidelines.										
<b>Task</b> M2:1. Identify all participating providers engaged in partnerships for this project to regularly join project subcommittee and/or CQAC meetings to review evidence based practices.										
<b>Task</b> M2:2. Assist project participating providers to develop and										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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implement evidence-based care practices where appropriate.										
<b>Task</b> M3.1. Identify Social Services agencies in the PPS five county service area to participate in project subcommittee and PPS PAC meetings where relevant.										
<b>Task</b> M3.2. Establish appropriate written agreements with Social Service Agencies.										
<b>Task</b> M3.3. PPS develops risk-reduction and evidence-based care practices with identified Social Services Agencies.										
<b>Task</b> M3.4. Risk reduction and evidence-based care practices will be presented to CQAC for approval when appropriate.										
<b>Task</b> M4:1. Collaborate with CCHLC to identify training vendor to supply educational materials on management of chronic diseases.										
<b>Task</b> M4:2. Review identified trainings with clinical stakeholders as well as CCAC for understanding.										
<b>Task</b> M4:3. Disseminate training materials as appropriate.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Develop a Health Home At-Risk Intervention Program, utilizing participating HHs as well as PCMH/APC PCPs in care coordination within the program.										
<b>Task</b> A clear strategic plan is in place which includes, at a minimum: - Definition of the Health Home At-Risk Intervention Program - Development of comprehensive care management plan, with definition of roles of PCMH/APC PCPs and HHs										
<b>Task</b> M1:1. Identify participating provider and/or sites, including but not limited to Health Home providers, PCPs, EDs, CBOs, Social Service agencies and care coordination providers.										
<b>Task</b> M1:2. Establish committee whose mission is the preparation of a HH At-Risk comprehensive management plan including identified staff and organizational roles.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:3. Identify areas for collaboration with neighboring PPSs and ensure collaboration between related PPS project.										
<b>Task</b> M1:4. Complete a current state assessment of the HH at-risk population to determine the care coordination needs and availability of CC services.										
<b>Task</b> M1:5. Identify/hot spot HH at-risk populations in the 5 counties for the PPS.										
<b>Task</b> M1:6. Define future state for the HH at-risk intervention program utilizing hot spotting and current state assessment.										
<b>Task</b> M1:7. Complete gap analysis between the current state assessment and defined future state.										
<b>Task</b> M1:8. Utilizing gap analysis and future state modeling, the ad-hoc committee will develop a strategic plan that includes the definition of the HH at-risk intervention program, the development of a care management plan and definition of the management plan and the roles of the identified providers and organizations.										
<b>Task</b> M1:9. Submit the HH at-risk intervention program to the PPS Board for review and approval.										
<b>Milestone #2</b> Ensure all primary care providers participating in the project meet NCQA (2011) accredited Patient Centered Medical Home, Level 3 standards and will achieve NCQA 2014 Level 3 PCMH and Advanced Primary Care accreditation by Demonstration Year (DY) 3.										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and APCM standards	494	494	494	494	494	494	494	494	494	494
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M1:8. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Milestone #3</b> Ensure that all participating safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	126	126	126	126	126	126	126	126	126	126
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	9	9	9	9	9	9	9	9	9	9
<b>Task</b> PPS uses alerts and secure messaging functionality.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.										
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, Hospitals, specialists and PCMH site.										
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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and secure messaging across the PPS.										
<b>Milestone #4</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM.										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop practice specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
information sharing requirements as necessary for care coordination.										
<b>Milestone #8</b> Establish partnerships between the primary care providers, in concert with the Health Home, with network resources for needed services. Where necessary, the provider will work with local government units (such as SPOAs and public health departments).										
<b>Task</b> PPS has established partnerships to medical, behavioral health, and social services.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> PPS has established partnerships to medical, behavioral health, and social services.	9	9	9	9	9	9	9	9	9	9
<b>Task</b> PPS uses EHRs and HIE system to facilitate and document partnerships with needed services.										
<b>Task</b> M1:1. Established project sub-committee will identify the participating project PCPs, Health Home providers, CBOs, local Health Departments, OMH and OASAS licensed providers, LGUs and SPOAs.										
<b>Task</b> M1:2. Utilize current state assessment, future state model and gap analysis to identify the needed care management services of the participating PCPs and HHs.										
<b>Task</b> M1:3. Identify current PPS providers that have existing PCP and HH resources that could be expanded to fill the gap.										
<b>Task</b> M1:4. Establish partnership agreements that define policies and procedures and care coordination between the PCPs and HHs with the PPS medical, behavioral health and social service providers for the allocation of needed PCP and HH resources.										
<b>Task</b> M2:1. Collaborate with TDMC to identify baseline EHR/referral workflow capabilities within participating provider organizations. This survey will include connectivity to HIE.										
<b>Task</b> M2:2. Collect and review participating provider EHR vendor documentation and facilitate obtaining documentation when missing.										
<b>Task</b> M2:3. Establish standards for reporting EHR documentation of referrals to needed services.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:4. Participating PPS providers will report on and document partnerships for needed services using EHRs and the HIE system.										
<b>Milestone #9</b> Implement evidence-based practice guidelines to address risk factor reduction as well as to ensure appropriate management of chronic diseases. Develop educational materials consistent with cultural and linguistic needs of the population.										
<b>Task</b> PPS has adopted evidence-based practice guidelines for management of chronic conditions. Chronic condition appropriate evidence-based practice guidelines developed and process implemented.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative evidence-based care practices.										
<b>Task</b> PPS has included social services agencies in development of risk reduction and care practice guidelines.										
<b>Task</b> Culturally-competent educational materials have been developed to promote management and prevention of chronic diseases.										
<b>Task</b> M1:1. Review and validate CNA data with participating providers to identify the most prevalent chronic conditions based on additional data and expertise of stakeholders.										
<b>Task</b> M1:2. Project sub-committee, in collaboration with CQAC, will identify Nationally recognized evidence-based guidelines for the management of the identified Chronic conditions.										
<b>Task</b> M1:3. Submit identified chronic condition guidelines to the CQAC for review and adoption.										
<b>Task</b> M1:4. Disseminate guidelines while providing appropriate provider level training and education for implementation.										
<b>Task</b> M1:5. AMCH PPS participating providers will adopt identified guidelines.										
<b>Task</b> M2:1. Identify all participating providers engaged in partnerships for this project to regularly join project subcommittee and/or CQAC meetings to review evidence based practices.										
<b>Task</b> M2:2. Assist project participating providers to develop and										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
implement evidence-based care practices where appropriate.										
<b>Task</b> M3.1. Identify Social Services agencies in the PPS five county service area to participate in project subcommittee and PPS PAC meetings where relevant.										
<b>Task</b> M3.2. Establish appropriate written agreements with Social Service Agencies.										
<b>Task</b> M3.3. PPS develops risk-reduction and evidence-based care practices with identified Social Services Agencies.										
<b>Task</b> M3.4. Risk reduction and evidence-based care practices will be presented to CQAC for approval when appropriate.										
<b>Task</b> M4:1. Collaborate with CCHLC to identify training vendor to supply educational materials on management of chronic diseases.										
<b>Task</b> M4:2. Review identified trainings with clinical stakeholders as well as CCAC for understanding.										
<b>Task</b> M4:3. Disseminate training materials as appropriate.										

**Prescribed Milestones Current File Uploads**

<b>Milestone Name</b>	<b>User ID</b>	<b>File Type</b>	<b>File Name</b>	<b>Description</b>	<b>Upload Date</b>
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No Records Found

**Prescribed Milestones Narrative Text**

<b>Milestone Name</b>	<b>Narrative Text</b>
Develop a Health Home At-Risk Intervention Program, utilizing participating HHs as well as PCMH/APC PCPs in care coordination within the program.	
Ensure all primary care providers participating in the project meet NCQA (2011) accredited Patient Centered Medical Home, Level 3 standards and will achieve NCQA 2014 Level 3 PCMH and Advanced Primary Care accreditation by Demonstration Year (DY) 3.	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Ensure that all participating safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	
Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM.	
Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	
Develop a comprehensive care management plan for each patient to engage him/her in care and to reduce patient risk factors.	
Establish partnerships between primary care providers and the local Health Home for care management services. This plan should clearly delineate roles and responsibilities for both parties.	
Establish partnerships between the primary care providers, in concert with the Health Home, with network resources for needed services. Where necessary, the provider will work with local government units (such as SPOAs and public health departments).	
Implement evidence-based practice guidelines to address risk factor reduction as well as to ensure appropriate management of chronic diseases. Develop educational materials consistent with cultural and linguistic needs of the population.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #8</b>	Pass & Ongoing	
<b>Milestone #9</b>	Pass & Ongoing	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.iii.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.iii.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

Project 2.a.v – Create a medical village/alternative housing using existing nursing home infrastructure

IPQR Module 2.a.v.1 - Major Risks to Implementation and Mitigation Strategies

Instructions :

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

<p>Risks</p> <ul style="list-style-type: none"><li>•Lack of capital funding may affect the participating SNFs ability to successfully restructure their current operating model.</li><li>•Lack of engagement by a sufficient number of providers.</li><li>•Staffing and corresponding workers may need retraining to accommodate the transformation of the facility. Workforce limitations associated with salaries and training will be a challenge.</li><li>•Since the AMCH PPS catchment area represents a diverse population, some identified hot spot areas may not align with the needs of this project initiative.</li><li>•The proper waivers to implement this project may not be approved in time to meet the AMCH PPS speed and scale requirements.</li><li>•Updated provider type and safety net designation may be unavailable prior to the submission. This may not represent the provider data accurately which will affect the speed and scale deliverables.</li><li>•Lack of IT infrastructure, EHR utilization, and proper data security protocols within the identified partnering SNFs will impede the success of this project.</li><li>•Completing and submitting an approved Certificate of Need (CON) to the NYSDOH is a timely process that may cause delays in the overall project implementation.</li></ul> <p>Mitigation Strategies</p> <ul style="list-style-type: none"><li>•AMCH PMO will structure funds flow to encourage organizational/provider buy-in as well as timely submission of all required documentation. (CONs) (1a/b/h).</li><li>•DSRIP training and education teams in collaboration with our workforce training vendor (TBD) will provide resources, materials, and training to assist the staff to ensure they are comfortable with the potential shift in roles and responsibilities (1c).</li><li>•AMCH PMO will analyze existing data, as well as identified hot spots in the CNA to determine which partnering facilities may have excess bed capacity and willing to participate in this project (1d).</li><li>•AMCH PMO will review existing waivers and identify ones that are needed to ensure that the proper applications are in place in order to effectively implement 2av (1e).</li><li>•AMCH PMO will work closely with KPMG and PCG to ensure that proper categorization of the providers and organizations attributed to the PPS network will be available and updated on a regular basis (1f).</li><li>•Enhanced EHR capabilities will be important for the success of this project. AMCH PPS will ensure that constant communication and additional data resources will be accessible by all partnering providers engaged in 2av. MAPP Tool functionality, Salient Data and other information provided by the NYSDOH will be imperative (1g).</li></ul>
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**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.v.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY3,Q4	680

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	0		0	0.00%

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
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No Records Found

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Pass (with Exception) & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.v.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Transform outdated (underperforming) nursing home capacity into a stand-alone emergency department/urgent care center or other healthcare-related purpose.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Execute project to reduce outdated nursing home capacity into a stand-alone, "medical village"	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO will survey and review all of the existing SNFs and Long Term Care Facilities in our PPS to determine current bed capacity, bed utilization, financial sustainability, and willingness to participate in 2av - with a specific focus on Daughters of Sarah Nursing Home, Albany County Nursing Home, and Saratoga Hospital Nursing Home.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH PMO will analyze the Community Needs Assessment and other relevant sources to determine current gaps and highest demand (hot spots) for services provided, number of excess nursing home beds by county, current hospitalization/ED utilization rates, and Medicaid patient breakdown.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will select the SNFs that will be involved in Project 2av based on the data collected and willingness to participate. AMCH PPS will communicate these findings to the PPS Executive Committee of the PAC, PPS Board and PPS Providers.	Project		In Progress	10/01/2016	12/31/2016	10/01/2016	12/31/2016	12/31/2016	DY2 Q3
<b>Task</b> M1:4. AMCH PMO will develop implementation plan with designated SNFs to include beds to be decertified, funding, "Medical Village" implementation/re-use and feasibility within the	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
existing time frames.									
<b>Task</b> M1:5. AMCH PMO will develop and execute contracts with partnering SNFs to establish contract deliverables, funding, timeframes, and additional service coordination needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. AMCH PMO will execute implementation plan by working with partnering SNFs to complete CONs to decertify beds and re-use freed up space to create either a medical village construct with interdisciplinary care delivery, or alternative housing depending on the details of the scope of services.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #2</b> Provide a clear statement of how the infrastructure transformation program will promote better service and outcomes (service volume, occupancy statistics, etc.) for the community based upon the community needs assessment including, evaluation of specific planning needs for any Naturally Occurring Retirement Community (NORC) occurring within the PPS.	Project	N/A	In Progress	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has completed evaluation of community needs, including planning needs for NORCs, and has developed goals to provide improved access to needed services.	Project		In Progress	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will analyze the Community Needs Assessment along with each SNFs current operating model, ED utilization patterns, and associated costs in order to address the need and the potential creation of NORC. C.N.A Data: (pg. 45-46, 181, 183,185)	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. After evaluating the current state of each SNF, AMCH PMO will determine what services can be provided for each Medical Village/Alternative Housing based on needs, availability and willingness of providers, as well as space availability.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Based on the prior steps, AMCH PMO will create and provide an implementation plan to outline an infrastructural transformation program that will promote better service and outcomes for the community.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:4. AMCH PMO will execute implementation plan by working with partnering SNFs to complete infrastructural transformation programs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will finalization of Medical Village/Alternative housing services will be linked to additional contracts to be executed, as well as a coordinated and integrated delivery system involving ambulatory care providers as necessary and appropriate for each SNF's business model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Provide a clear description of how this re-configured facility will fit into a broader integrated delivery system that is committed to high quality care and willing/able to participate in payment reform.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has developed a clear strategic plan, which includes, at a minimum: - Definition of services to be provided in medical village and justification based on CNA - Plan for transition of nursing home infrastructure to other needed services - Description of process to engage community stakeholders - Description of any required capital improvements and physical location of the medical village - Plan for marketing and promotion of the medical village and consumer education regarding access to medical village services	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will define services to be provided in medical villages based on CNA analysis.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will execute the nursing home infrastructure transition plan that includes a detailed definition of needed medical services, as noted in previous milestones.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will work in collaboration with the CCAC to document a process for community engagement on the facility transformation process. AMCH PMO will market and promote	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
the medical village and consumer education regarding access to medical village services.									
<b>Task</b> M1:4. Based on the results of the CRFPs, AMCH PMO will provide a detailed description of any additional required capital improvements. Without capital funding, the feasibility of the project is severely impacted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Provide clear documentation that demonstrates housing plans are consistent with the Olmstead Decision and any other federal requirements.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Medical village services and housing are compliant with Olmstead Decision and federal requirements.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will ensure that all Medical Villages are in compliance with the Omstead Decision and will request documentation supporting their compliance with federal requirements and regulations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will provide the documentation, referenced above, in the Quarterly Reports submitted to the NYSDOH.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Identify specific community-based services that will be developed in lieu of these beds based upon the community need.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS increases capacity of community-based services as identified in Community Needs Assessment.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Using existing relevant sources (CNA, Surveys, Hot spots), AMCH PMO will determine which health services are in the highest demand for each participating SNF in order to strategically plan what services should be implemented at each location. These may include addiction services, stand-alone urgent care centers, medical villages, and/or other healthcare-related purposes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Using existing relevant sources (CNA, Surveys, Hot spots), AMCH PMO will determine which community-based	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
resources, community navigators, and community outreach programs are currently in the highest demand and are feasible to be developed in space available, if capacity exists or could be created, and are financially feasible.									
<b>Task</b> M1:3. AMCH PMO, in collaboration with the Workforce Coordinating Council, will determine staff training and development, redeployment, retention, and recruitment needs based on the selected community-based services.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Using the results from previous steps, the WCC will work with individual providers and our workforce development vendor to assess future state staffing needs by site and incorporate them into the workforce roadmap.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Develop and finalize the infrastructure transition plan for each participating SNF that recognizes available capital funding, identified needs, capacity to meet those needs, and the feasibility of funding.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Compile a list of additional community and health services created through the implementation of the infrastructure transition plan and make this list available through the CCAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #6</b> Use EHRs and other technical platforms to track all patients engaged in the project.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. AMCH PMO will implement additional technical and workflow changes required for consistent and accurate tracking	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
of targeted patient groups.									
<b>Task</b> M1:4. AMCH PMO will implement training sessions to educate participating partners on how to utilize the additional technical platforms.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will utilize the population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. AMCH PMO will generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #7</b> Ensure that all participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices, relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

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<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows, and other changes, to become NCQA 2014 Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership, as well as timelines to implement the action plan effectively to achieve the recognition by DY 3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Track site-specific certification to assure all participating safety-net providers become NCQA 2014 Level 3 PCMH certified or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Ensure that all safety net providers participating in medical villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Mental Health	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Nursing Home	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Milestone #9</b> Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Create a contingency plan for organizations that are at risk of not achieving Meaningful Use Stage 2 for all utilized systems. Included in this plan will be additional strategies to assist organizations toward completing these requirement.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> Transform outdated (underperforming) nursing home capacity into a stand-alone emergency department/urgent care center or other healthcare-related purpose.										
<b>Task</b> Execute project to reduce outdated nursing home capacity into a stand-alone, "medical village"										
<b>Task</b> M1:1. AMCH PMO will survey and review all of the existing SNFs and Long Term Care Facilities in our PPS to determine current bed capacity, bed utilization, financial sustainability, and willingness to participate in 2av - with a specific focus on Daughters of Sarah Nursing Home, Albany County Nursing Home, and Saratoga Hospital Nursing Home.										
<b>Task</b> M1:2. AMCH PMO will analyze the Community Needs Assessment and other relevant sources to determine current gaps and highest demand (hot spots) for services provided, number of excess nursing home beds by county, current										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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hospitalization/ED utilization rates, and Medicaid patient breakdown.										
<b>Task</b> M1:3. AMCH PMO will select the SNFs that will be involved in Project 2av based on the data collected and willingness to participate. AMCH PPS will communicate these findings to the PPS Executive Committee of the PAC, PPS Board and PPS Providers.										
<b>Task</b> M1:4. AMCH PMO will develop implementation plan with designated SNFs to include beds to be decertified, funding, "Medical Village" implementation/re-use and feasibility within the existing time frames.										
<b>Task</b> M1:5. AMCH PMO will develop and execute contracts with partnering SNFs to establish contract deliverables, funding, timeframes, and additional service coordination needs.										
<b>Task</b> M1:6. AMCH PMO will execute implementation plan by working with partnering SNFs to complete CONs to decertify beds and re-use freed up space to create either a medical village construct with interdisciplinary care delivery, or alternative housing depending on the details of the scope of services.										
<b>Milestone #2</b> Provide a clear statement of how the infrastructure transformation program will promote better service and outcomes (service volume, occupancy statistics, etc.) for the community based upon the community needs assessment including, evaluation of specific planning needs for any Naturally Occurring Retirement Community (NORC) occurring within the PPS.										
<b>Task</b> PPS has completed evaluation of community needs, including planning needs for NORCs, and has developed goals to provide improved access to needed services.										
<b>Task</b> M1:1. AMCH PMO will analyze the Community Needs Assessment along with each SNFs current operating model, ED utilization patterns, and associated costs in order to address the need and the potential creation of NORC. C.N.A Data: (pg. 45-46, 181, 183,185)										
<b>Task</b> M1:2. After evaluating the current state of each SNF, AMCH PMO will determine what services can be provided for each Medical Village/Alternative Housing based on needs, availability and willingness of providers, as well as space availability.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:3. Based on the prior steps, AMCH PMO will create and provide an implementation plan to outline an infrastructural transformation program that will promote better service and outcomes for the community.										
<b>Task</b> M1:4. AMCH PMO will execute implementation plan by working with partnering SNFs to complete infrastructural transformation programs.										
<b>Task</b> M1:5. AMCH PMO will finalization of Medical Village/Alternative housing services will be linked to additional contracts to be executed, as well as a coordinated and integrated delivery system involving ambulatory care providers as necessary and appropriate for each SNF's business model.										
<b>Milestone #3</b> Provide a clear description of how this re-configured facility will fit into a broader integrated delivery system that is committed to high quality care and willing/able to participate in payment reform.										
<b>Task</b> PPS has developed a clear strategic plan, which includes, at a minimum: - Definition of services to be provided in medical village and justification based on CNA - Plan for transition of nursing home infrastructure to other needed services - Description of process to engage community stakeholders - Description of any required capital improvements and physical location of the medical village - Plan for marketing and promotion of the medical village and consumer education regarding access to medical village services										
<b>Task</b> M1:1. AMCH PMO will define services to be provided in medical villages based on CNA analysis.										
<b>Task</b> M1:2. AMCH PMO will execute the nursing home infrastructure transition plan that includes a detailed definition of needed medical services, as noted in previous milestones.										
<b>Task</b> M1:3. AMCH PMO will work in collaboration with the CCAC to document a process for community engagement on the facility transformation process. AMCH PMO will market and promote the medical village and consumer education regarding access to medical village services.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:4. Based on the results of the CRFPs, AMCH PMO will provide a detailed description of any additional required capital improvements. Without capital funding, the feasibility of the project is severely impacted.										
<b>Milestone #4</b> Provide clear documentation that demonstrates housing plans are consistent with the Olmstead Decision and any other federal requirements.										
<b>Task</b> Medical village services and housing are compliant with Olmstead Decision and federal requirements.										
<b>Task</b> M1:1. AMCH PMO will ensure that all Medical Villages are in compliance with the Omstead Decision and will request documentation supporting their compliance with federal requirements and regulations.										
<b>Task</b> M1:2. AMCH PMO will provide the documentation, referenced above, in the Quarterly Reports submitted to the NYSDOH.										
<b>Milestone #5</b> Identify specific community-based services that will be developed in lieu of these beds based upon the community need.										
<b>Task</b> PPS increases capacity of community-based services as identified in Community Needs Assessment.										
<b>Task</b> M1:1. Using existing relevant sources (CNA, Surveys, Hot spots), AMCH PMO will determine which health services are in the highest demand for each participating SNF in order to strategically plan what services should be implemented at each location. These may include addiction services, stand-alone urgent care centers, medical villages, and/or other healthcare-related purposes.										
<b>Task</b> M1:2. Using existing relevant sources (CNA, Surveys, Hot spots), AMCH PMO will determine which community-based resources, community navigators, and community outreach programs are currently in the highest demand and are feasible to be developed in space available, if capacity exists or could be created, and are financially feasible.										
<b>Task</b> M1:3. AMCH PMO, in collaboration with the Workforce Coordinating Council, will determine staff training and development, redeployment, retention, and recruitment needs based on the selected community-based services.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:4. Using the results from previous steps, the WCC will work with individual providers and our workforce development vendor to assess future state staffing needs by site and incorporate them into the workforce roadmap.										
<b>Task</b> M1:5. Develop and finalize the infrastructure transition plan for each participating SNF that recognizes available capital funding, identified needs, capacity to meet those needs, and the feasibility of funding.										
<b>Task</b> M1:6. Compile a list of additional community and health services created through the implementation of the infrastructure transition plan and make this list available through the CCAC.										
<b>Milestone #6</b> Use EHRs and other technical platforms to track all patients engaged in the project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. AMCH PMO will articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.										
<b>Task</b> M1:2. AMCH PMO will assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. AMCH PMO will implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. AMCH PMO will implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. AMCH PMO will utilize the population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:6. AMCH PMO will generate required reports on the performance of individual and population health interventions implemented by the practice teams.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Milestone #7</b> Ensure that all participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices, relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows, and other changes, to become NCQA 2014 Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership, as well as timelines to implement the action plan effectively to achieve the recognition by DY 3.										
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M1:9. Track site-specific certification to assure all participating										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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safety-net providers become NCQA 2014 Level 3 PCMH certified or APCM.										
<b>Milestone #8</b> Ensure that all safety net providers participating in medical villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Milestone #9</b> Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M1:5. Create a contingency plan for organizations that are at risk of not achieving Meaningful Use Stage 2 for all utilized systems. Included in this plan will be additional strategies to assist organizations toward completing these requirement.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Transform outdated (underperforming) nursing home capacity into a stand-alone emergency department/urgent care center or other healthcare-related purpose.										
<b>Task</b> Execute project to reduce outdated nursing home capacity into a stand-alone, "medical village"										
<b>Task</b> M1:1. AMCH PMO will survey and review all of the existing SNFs										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
and Long Term Care Facilities in our PPS to determine current bed capacity, bed utilization, financial sustainability, and willingness to participate in 2av - with a specific focus on Daughters of Sarah Nursing Home, Albany County Nursing Home, and Saratoga Hospital Nursing Home.										
<b>Task</b> M1:2. AMCH PMO will analyze the Community Needs Assessment and other relevant sources to determine current gaps and highest demand (hot spots) for services provided, number of excess nursing home beds by county, current hospitalization/ED utilization rates, and Medicaid patient breakdown.										
<b>Task</b> M1:3. AMCH PMO will select the SNFs that will be involved in Project 2av based on the data collected and willingness to participate. AMCH PPS will communicate these findings to the PPS Executive Committee of the PAC, PPS Board and PPS Providers.										
<b>Task</b> M1:4. AMCH PMO will develop implementation plan with designated SNFs to include beds to be decertified, funding, "Medical Village" implementation/re-use and feasibility within the existing time frames.										
<b>Task</b> M1:5. AMCH PMO will develop and execute contracts with partnering SNFs to establish contract deliverables, funding, timeframes, and additional service coordination needs.										
<b>Task</b> M1:6. AMCH PMO will execute implementation plan by working with partnering SNFs to complete CONs to decertify beds and re-use freed up space to create either a medical village construct with interdisciplinary care delivery, or alternative housing depending on the details of the scope of services.										
<b>Milestone #2</b> Provide a clear statement of how the infrastructure transformation program will promote better service and outcomes (service volume, occupancy statistics, etc.) for the community based upon the community needs assessment including, evaluation of specific planning needs for any Naturally Occurring Retirement Community (NORC) occurring within the PPS.										
<b>Task</b> PPS has completed evaluation of community needs, including planning needs for NORCs, and has developed goals to provide improved access to needed services.										
<b>Task</b> M1:1. AMCH PMO will analyze the Community Needs										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
Assessment along with each SNFs current operating model, ED utilization patterns, and associated costs in order to address the need and the potential creation of NORC. C.N.A Data: (pg. 45-46, 181, 183,185)										
<b>Task</b> M1:2. After evaluating the current state of each SNF, AMCH PMO will determine what services can be provided for each Medical Village/Alternative Housing based on needs, availability and willingness of providers, as well as space availability.										
<b>Task</b> M1:3. Based on the prior steps, AMCH PMO will create and provide an implementation plan to outline an infrastructural transformation program that will promote better service and outcomes for the community.										
<b>Task</b> M1:4. AMCH PMO will execute implementation plan by working with partnering SNFs to complete infrastructural transformation programs.										
<b>Task</b> M1:5. AMCH PMO will finalization of Medical Village/Alternative housing services will be linked to additional contracts to be executed, as well as a coordinated and integrated delivery system involving ambulatory care providers as necessary and appropriate for each SNF's business model.										
<b>Milestone #3</b> Provide a clear description of how this re-configured facility will fit into a broader integrated delivery system that is committed to high quality care and willing/able to participate in payment reform.										
<b>Task</b> PPS has developed a clear strategic plan, which includes, at a minimum: - Definition of services to be provided in medical village and justification based on CNA - Plan for transition of nursing home infrastructure to other needed services - Description of process to engage community stakeholders - Description of any required capital improvements and physical location of the medical village - Plan for marketing and promotion of the medical village and consumer education regarding access to medical village services										
<b>Task</b> M1:1. AMCH PMO will define services to be provided in medical villages based on CNA analysis.										
<b>Task</b> M1:2. AMCH PMO will execute the nursing home infrastructure										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
transition plan that includes a detailed definition of needed medical services, as noted in previous milestones.										
<b>Task</b> M1:3. AMCH PMO will work in collaboration with the CCAC to document a process for community engagement on the facility transformation process. AMCH PMO will market and promote the medical village and consumer education regarding access to medical village services.										
<b>Task</b> M1:4. Based on the results of the CRFPs, AMCH PMO will provide a detailed description of any additional required capital improvements. Without capital funding, the feasibility of the project is severely impacted.										
<b>Milestone #4</b> Provide clear documentation that demonstrates housing plans are consistent with the Olmstead Decision and any other federal requirements.										
<b>Task</b> Medical village services and housing are compliant with Olmstead Decision and federal requirements.										
<b>Task</b> M1:1. AMCH PMO will ensure that all Medical Villages are in compliance with the Omstead Decision and will request documentation supporting their compliance with federal requirements and regulations.										
<b>Task</b> M1:2. AMCH PMO will provide the documentation, referenced above, in the Quarterly Reports submitted to the NYSDOH.										
<b>Milestone #5</b> Identify specific community-based services that will be developed in lieu of these beds based upon the community need.										
<b>Task</b> PPS increases capacity of community-based services as identified in Community Needs Assessment.										
<b>Task</b> M1:1. Using existing relevant sources (CNA, Surveys, Hot spots), AMCH PMO will determine which health services are in the highest demand for each participating SNF in order to strategically plan what services should be implemented at each location. These may include addiction services, stand-alone urgent care centers, medical villages, and/or other healthcare-related purposes.										
<b>Task</b> M1:2. Using existing relevant sources (CNA, Surveys, Hot spots), AMCH PMO will determine which community-based resources, community navigators, and community outreach programs are										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
currently in the highest demand and are feasible to be developed in space available, if capacity exists or could be created, and are financially feasible.										
<b>Task</b> M1:3. AMCH PMO, in collaboration with the Workforce Coordinating Council, will determine staff training and development, redeployment, retention, and recruitment needs based on the selected community-based services.										
<b>Task</b> M1:4. Using the results from previous steps, the WCC will work with individual providers and our workforce development vendor to assess future state staffing needs by site and incorporate them into the workforce roadmap.										
<b>Task</b> M1:5. Develop and finalize the infrastructure transition plan for each participating SNF that recognizes available capital funding, identified needs, capacity to meet those needs, and the feasibility of funding.										
<b>Task</b> M1:6. Compile a list of additional community and health services created through the implementation of the infrastructure transition plan and make this list available through the CCAC.										
<b>Milestone #6</b> Use EHRs and other technical platforms to track all patients engaged in the project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. AMCH PMO will articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.										
<b>Task</b> M1:2. AMCH PMO will assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. AMCH PMO will implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. AMCH PMO will implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. AMCH PMO will utilize the population health IT vendor to										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:6. AMCH PMO will generate required reports on the performance of individual and population health interventions implemented by the practice teams.										
<b>Milestone #7</b> Ensure that all participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices, relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows, and other changes, to become NCQA 2014 Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership, as well as timelines to implement the action plan effectively to achieve the recognition										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
by DY 3.										
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M1:9. Track site-specific certification to assure all participating safety-net providers become NCQA 2014 Level 3 PCMH certified or APCM.										
<b>Milestone #8</b> Ensure that all safety net providers participating in medical villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	53	53	53	53	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	22	22	22	22	22	22	22	22	22
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	4	4	4	4	4	4	4	4	4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	15	15	15	15	15	15	15	15	15
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Milestone #9</b> Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M1:5. Create a contingency plan for organizations that are at risk of not achieving Meaningful Use Stage 2 for all utilized systems. Included in this plan will be additional strategies to assist organizations toward completing these requirement.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Transform outdated (underperforming) nursing home capacity into a stand-alone emergency department/urgent care center or other healthcare-related purpose.	
Provide a clear statement of how the infrastructure transformation program will promote better service and outcomes (service volume, occupancy statistics, etc.) for the community based upon the community needs assessment including, evaluation of specific planning needs for any Naturally Occurring Retirement Community (NORC) occurring within the PPS.	
Provide a clear description of how this re-configured facility will fit into a broader integrated delivery system that is committed to high quality care and willing/able to participate in payment reform.	
Provide clear documentation that demonstrates housing plans are consistent with the Olmstead Decision and any other federal requirements.	
Identify specific community-based services that will be developed in lieu of these beds based upon the community need.	
Use EHRs and other technical platforms to track all patients engaged in the project.	
Ensure that all participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	
Ensure that all safety net providers participating in medical villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	
Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #1</b>	Pass & Ongoing	
<b>Milestone #2</b>	Pass & Ongoing	
<b>Milestone #3</b>	Pass & Ongoing	
<b>Milestone #4</b>	Pass & Ongoing	
<b>Milestone #5</b>	Pass & Ongoing	
<b>Milestone #6</b>	Pass & Ongoing	
<b>Milestone #7</b>	Pass & Ongoing	
<b>Milestone #8</b>	Pass & Ongoing	
<b>Milestone #9</b>	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.v.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.a.v.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

Project 2.b.iii – ED care triage for at-risk populations

IPQR Module 2.b.iii.1 - Major Risks to Implementation and Mitigation Strategies

Instructions :

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

The primary risk for 2.b.iii relates to practitioner engagement. Currently most healthcare practitioners and health systems function as silos due to the current fee-for-service payment system. Without their active participation in our efforts to redesign the delivery of care management services system-wide, we will face substantial hurdles in implementing the steps necessary to achieve this project's milestones. Strong linkages to Level 3 PCMH primary care sites are essential to the success of this project. The inability of primary care practices to achieve this recognition will create additional challenges. Currently, there is a barrier to integration of physical and behavioral health care services which compromises the care of individuals with mental health and chemical dependency disorders and chronic medical conditions. To mitigate this risk, we will:

- The CQAC in collaboration with the PMO will create teams, led by practicing clinician stakeholders, to develop clear lines of accountability and communication between relevant groups, and the development of clinical pathways using evidence-based standards of care and monitoring of clinical performance.
- With a dedicated team of experts, AMCH PMO will coach and support other primary care practitioners through the process of obtaining recognition as a Level 3 PCMH.
- Provide training and encourage a cultural shift across organizational boundaries to create a more collaborative, patient-centered approach whereby primary care practitioners are more attentive to behavioral health disorders.
- Assist our partners with the transition towards value based payments and away from traditional payment models.

A second risk to the successful implementation of this project is the reliance on IT infrastructure that is needed to support communication and data sharing between practitioners and organizations. The IT and data sharing survey conducted in November 2014 revealed that the partners within our PPS are at differing levels of IT capabilities and are on differing platforms, creating risks to integration. The current lack of infrastructure and capital and operating funding to support telemedicine, interoperability, real time connectivity, alerts and secure messaging limits successful implementation. Existing IT infrastructure is inadequate to support a region-wide interoperable system, and a comprehensive patient registry. Rolling out new tools for data sharing while trying to establish new lines of communication to coordinate care will be a complex challenge. To mitigate this risk, we will:

- Involve practitioners from our participating partners in the redesign and implementation of clinical IT and data sharing systems.
- Integrate a member of the AMCH Technology and Data Management Committee into the team to develop our clinical integration strategy. □





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.b.iii.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY2,Q4	5,049

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	2,378	470.89%	-1,873	47.10%

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
mcintyc	Report(s)	1_null_1_2_20151030142033_AMCH 2.B.III FINAL FOR MAPP UPLOAD.xlsx	AMCH PPS 2.B.III Patient Engagement SPeed	10/30/2015 02:21 PM

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.b.iii.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Establish ED care triage program for at-risk populations	Project	N/A	In Progress	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Stand up program based on project requirements	Project		In Progress	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. Identify participating provider and/or sites, including Health Home providers, PCPs, Dentists, EDs, CBOs, Social Service agencies and care coordination providers.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Confirm participation of AMCH ED, Malta ED, Saratoga ED, and Columbia-Memorial ED as key stakeholders in this project.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Establish ED care triage sub-committee with representation based on identified providers.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Identify at-risk population and hotspots across the 5 county service area by analyzing member claims or other data to determine ED utilization patterns and share baseline metrics with project teams.	Project		In Progress	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:5. Complete a project specific current state assessment of the participating providers' ED care triage programs.	Project		In Progress	10/12/2015	03/31/2016	10/12/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Working with WCC, assess current care coordinator/patient navigator staffing patterns in participating EDs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Define future state for the ED Care Triage program utilizing hot spotting and current state assessment. Evaluate viability of models of care for implementation: EMTALA screening/ Urgent Care diversion model, and care coordination/	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
patient navigator and medical home linkages.									
<b>Task</b> M1:8. ED care triage sub-committee will develop a draft action plan to implement steps necessary to achieve the identified future state ED care triage program across all participating EDs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. ED care triage sub-committee will select evidence-based guidelines for the prescription of narcotics and the appropriate use of I-STOP program in EDs.	Project		In Progress	10/12/2015	03/31/2016	10/12/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:10. Submit draft ED care triage action plan including guidelines for the use of narcotics to the CQAC for review and approval.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:11. Submit ED care triage plan to the PPS Board for review and approval.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:12. Assess existing workflows, referral patterns, access to primary care services and HIT capabilities for each participating ED site.	Project		In Progress	10/19/2015	03/31/2016	10/19/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:13. Complete gap analysis between the current state assessment and defined future state at the participating ED sites.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:14. Utilizing gap analysis and future state model, identify change activities and begin plan implementation utilizing the PDSA methodology.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:15. Identify future state care coordination/patient navigator staffing models in participating EDs and create a staffing plan including job descriptions and training requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:16. Assist ED sites with staff recruitment, training and ongoing competency assessment.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:17. Working with neighboring PPSs, AMCH TDMC and HIXNY, evaluate the feasibility of developing and implementing a system to exchange patient information electronically among local EDs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:18. Implement processes across PPS to connect patients with non-emergency needs to receive an appointment to see a primary care provider with whom they can establish a relationship.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:19. Working with CCHLC, develop culturally competent patient education materials on the appropriate use of ED services and benefits of primary care services offered at a PCMH.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:20. Provide training for ED providers and staff in how to talk to patients about where they should receive care for non-emergent needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:21. Provide training for ED providers regarding the implementation of guidelines for prescription of narcotic use.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:22. Identify process metrics as well as data collection methods to facilitate evaluation reporting and implementation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:23. Designate ED staff to review evaluation reports regarding ED utilization and to take appropriate action to assure adherence to project objectives.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #2</b> Participating EDs will establish partnerships to community primary care providers with an emphasis on those that are PCMHs and have open access scheduling. a. Achieve NCQA 2014 Level 3 Medical Home standards or NYS Advanced Primary Care Model standards by the end of DSRIP Year 3. b. Develop process and procedures to establish connectivity between the emergency department and community primary care providers. c. Ensure real time notification to a Health Home care manager as applicable	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria.)	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Encounter Notification Service (ENS) is installed in all PCP offices and EDs	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Encounter Notification Service (ENS) is installed in all PCP offices and EDs	Provider	Safety Net Hospital	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Establish a project sub-committee with representation from participating primary care practitioners, to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the financial, technical and operational support needed to assure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice-specific action plan to achieve the recognition and transform the care delivery model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:7 Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
action plan effectively and achieve the recognition by DY 3.									
<b>Task</b> M1:8. Facilitate partnerships between participating EDs and community primary care providers including PCMHs to develop open-access models to assure timely access.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. The ED care triage sub-committee will draft process and procedures to assure timely access and effective communication for care transitions between the ED and community primary care practices.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:10. CQAC will review and approve the draft procedures.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:11. Designate staff at participating community sites to serve as contacts for ED care coordinators/patient navigators for access and care coordination needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:12. Provide training to ED and practice staff on the new protocols to assure adherence.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:13. ED care coordinator/patient navigator will assure timely notification to the patient's Health Home care manager as applicable.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:14. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Ensure clinician and staff training on new processes is conducted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Require participating safety-net providers to attest that	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
their EHR system meets MU Stage 2 CMS requirements.									
<b>Task</b> M3:1. Conduct an analysis of current state PCPs and EDs ability to utilize secure messaging systems and alerts internally and externally.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M3:2. Define future state in terms of PPS-wide ENS utilization and technical parameters.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. AMCH PMO, in consultation with the TDMC, will identify and contract with a vendor for PPS-wide secure messaging and alerts through ADT feeds.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Ensure installation of ENS service in PCP offices and EDs as necessary and appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> For patients presenting with minor illnesses who do not have a primary care provider: a. Patient navigators will assist the presenting patient to receive an immediate appointment with a primary care provider, after required medical screening examination, to validate a non-emergency need. b. Patient navigator will assist the patient with identifying and accessing needed community support resources. c. Patient navigator will assist the member in receiving a timely appointment with that provider's office (for patients with a primary care provider).	Project	N/A	In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> A defined process for triage of patients from patient navigators to non-emergency PCP and needed community support resources is in place.	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. ED care triage sub-committee will develop criteria for effective, timely and efficient management of patients presenting to ED with minor illnesses.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Identify and select nationally recognized best practice evidenced-based processes of ED care triage for patients presenting without PCPs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:3. Establish policies and procedures to assure timely referral from ED clinical staff to patient navigators for effective linkages to PCP.									
<b>Task</b> M1:4. Assess current state of staffing and systems in place to support effective patient navigation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Define desired state of utilizing the patient navigators and community referrals to assist patients who do not have a primary care provider with timely access to community primary care.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Submit identified ED patient navigator processes to the CQAC for review and approval.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Submit identified ED patient navigator processes to the PPS Board for final approval.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Assess future staffing resources needed to support timely access to patient navigators and primary care providers.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Working in collaboration with WCC, develop additional trainings to providers and staff on the role of patient navigators in ED.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:10. Assist participating providers in creating and developing processes and protocols to transition from identified current state to the ideal future state that enables referrals of patients by patient navigators to non-emergency based PCP's, CBOs and other community based supports as appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:11. Conduct educational programs to participating sites and providers.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:12. Identify project participating non-emergency PCPs, CBOs and any other community support resources.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:13. Assess current state of access to primary care at identified PCMH sites and other CBOs for referrals from EDs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Established protocols allowing ED and first responders - under	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
supervision of the ED practitioners - to transport patients with non-acute disorders to alternate care sites including the PCMH to receive more appropriate level of care. (This requirement is optional.)									
<b>Task</b> PPS has protocols and operations in place to transport non-acute patients to appropriate care site. (Optional).	Provider	Safety Net Hospital	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Use EHRs and other technical platforms to track all patients engaged in the project.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Utilize the population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Milestone #1</b> Establish ED care triage program for at-risk populations										
<b>Task</b> Stand up program based on project requirements										
<b>Task</b> M1:1. Identify participating provider and/or sites, including Health Home providers, PCPs, Dentists, EDs, CBOs, Social Service agencies and care coordination providers.										
<b>Task</b> M1:2. Confirm participation of AMCH ED, Malta ED, Saratoga ED, and Columbia-Memorial ED as key stakeholders in this project.										
<b>Task</b> M1:3. Establish ED care triage sub-committee with representation based on identified providers.										
<b>Task</b> M1:4. Identify at-risk population and hotspots across the 5 county service area by analyzing member claims or other data to determine ED utilization patterns and share baseline metrics with project teams.										
<b>Task</b> M1:5. Complete a project specific current state assessment of the participating providers' ED care triage programs.										
<b>Task</b> M1:6. Working with WCC, assess current care coordinator/patient navigator staffing patterns in participating EDs.										
<b>Task</b> M1:7. Define future state for the ED Care Triage program utilizing hot spotting and current state assessment. Evaluate viability of models of care for implementation: EMTALA screening/ Urgent Care diversion model, and care coordination/ patient navigator and medical home linkages.										
<b>Task</b> M1:8. ED care triage sub-committee will develop a draft action plan to implement steps necessary to achieve the identified future state ED care triage program across all participating EDs.										
<b>Task</b> M1:9. ED care triage sub-committee will select evidence-based guidelines for the prescription of narcotics and the appropriate use of I-STOP program in EDs.										
<b>Task</b> M1:10. Submit draft ED care triage action plan including guidelines for the use of narcotics to the CQAC for review and approval.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:11. Submit ED care triage plan to the PPS Board for review and approval.										
<b>Task</b> M1:12. Assess existing workflows, referral patterns, access to primary care services and HIT capabilities for each participating ED site.										
<b>Task</b> M1:13. Complete gap analysis between the current state assessment and defined future state at the participating ED sites.										
<b>Task</b> M1:14. Utilizing gap analysis and future state model, identify change activities and begin plan implementation utilizing the PDSA methodology.										
<b>Task</b> M1:15. Identify future state care coordination/patient navigator staffing models in participating EDs and create a staffing plan including job descriptions and training requirements.										
<b>Task</b> M1:16. Assist ED sites with staff recruitment, training and ongoing competency assessment.										
<b>Task</b> M1:17. Working with neighboring PPSs, AMCH TDMC and HIXNY, evaluate the feasibility of developing and implementing a system to exchange patient information electronically among local EDs.										
<b>Task</b> M1:18. Implement processes across PPS to connect patients with non-emergency needs to receive an appointment to see a primary care provider with whom they can establish a relationship.										
<b>Task</b> M1:19. Working with CCHLC, develop culturally competent patient education materials on the appropriate use of ED services and benefits of primary care services offered at a PCMH.										
<b>Task</b> M1:20. Provide training for ED providers and staff in how to talk to patients about where they should receive care for non-emergent needs.										
<b>Task</b> M1:21. Provide training for ED providers regarding the implementation of guidelines for prescription of narcotic use.										
<b>Task</b> M1:22. Identify process metrics as well as data collection methods to facilitate evaluation reporting and implementation.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:23. Designate ED staff to review evaluation reports regarding ED utilization and to take appropriate action to assure adherence to project objectives.										
<b>Milestone #2</b> Participating EDs will establish partnerships to community primary care providers with an emphasis on those that are PCMHs and have open access scheduling. a. Achieve NCQA 2014 Level 3 Medical Home standards or NYS Advanced Primary Care Model standards by the end of DSRIP Year 3. b. Develop process and procedures to establish connectivity between the emergency department and community primary care providers. c. Ensure real time notification to a Health Home care manager as applicable										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria.)										
<b>Task</b> Encounter Notification Service (ENS) is installed in all PCP offices and EDs	0	0	0	0	0	53	53	53	53	53
<b>Task</b> Encounter Notification Service (ENS) is installed in all PCP offices and EDs	0	0	0	0	0	4	4	4	4	4
<b>Task</b> M1:1. Establish a project sub-committee with representation from participating primary care practitioners, to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice-specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M1:7 Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M1:8. Facilitate partnerships between participating EDs and community primary care providers including PCMHs to develop open-access models to assure timely access.										
<b>Task</b> M1:9. The ED care triage sub-committee will draft process and procedures to assure timely access and effective communication for care transitions between the ED and community primary care practices.										
<b>Task</b> M1:10. CQAC will review and approve the draft procedures.										
<b>Task</b> M1:11. Designate staff at participating community sites to serve as contacts for ED care coordinators/patient navigators for access and care coordination needs.										
<b>Task</b> M1:12. Provide training to ED and practice staff on the new protocols to assure adherence.										
<b>Task</b> M1:13. ED care coordinator/patient navigator will assure timely notification to the patient's Health Home care manager as applicable.										
<b>Task</b> M1:14. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M2:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M2:2. Develop a practice-specific action plan to implement										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M2:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M2:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M3:1. Conduct an analysis of current state PCPs and EDs ability to utilize secure messaging systems and alerts internally and externally.										
<b>Task</b> M3:2. Define future state in terms of PPS-wide ENS utilization and technical parameters.										
<b>Task</b> M3:3. AMCH PMO, in consultation with the TDMC, will identify and contract with a vendor for PPS-wide secure messaging and alerts through ADT feeds.										
<b>Task</b> M3:4. Ensure installation of ENS service in PCP offices and EDs as necessary and appropriate.										
<b>Milestone #3</b> For patients presenting with minor illnesses who do not have a primary care provider: a. Patient navigators will assist the presenting patient to receive an immediate appointment with a primary care provider, after required medical screening examination, to validate a non-emergency need. b. Patient navigator will assist the patient with identifying and accessing needed community support resources. c. Patient navigator will assist the member in receiving a timely appointment with that provider's office (for patients with a primary care provider).										
<b>Task</b> A defined process for triage of patients from patient navigators to non-emergency PCP and needed community support resources is in place.										
<b>Task</b> M1:1. ED care triage sub-committee will develop criteria for effective, timely and efficient management of patients presenting to ED with minor illnesses.										
<b>Task</b> M1:2. Identify and select nationally recognized best practice evidenced-based processes of ED care triage for patients presenting without PCPs.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:3. Establish policies and procedures to assure timely referral from ED clinical staff to patient navigators for effective linkages to PCP.										
<b>Task</b> M1:4. Assess current state of staffing and systems in place to support effective patient navigation.										
<b>Task</b> M1:5. Define desired state of utilizing the patient navigators and community referrals to assist patients who do not have a primary care provider with timely access to community primary care.										
<b>Task</b> M1:6. Submit identified ED patient navigator processes to the CQAC for review and approval.										
<b>Task</b> M1:7. Submit identified ED patient navigator processes to the PPS Board for final approval.										
<b>Task</b> M1:8. Assess future staffing resources needed to support timely access to patient navigators and primary care providers.										
<b>Task</b> M1:9. Working in collaboration with WCC, develop additional trainings to providers and staff on the role of patient navigators in ED.										
<b>Task</b> M1:10. Assist participating providers in creating and developing processes and protocols to transition from identified current state to the ideal future state that enables referrals of patients by patient navigators to non-emergency based PCP's, CBOs and other community based supports as appropriate.										
<b>Task</b> M1:11. Conduct educational programs to participating sites and providers.										
<b>Task</b> M1:12. Identify project participating non-emergency PCPs, CBOs and any other community support resources.										
<b>Task</b> M1:13. Assess current state of access to primary care at identified PCMH sites and other CBOs for referrals from EDs.										
<b>Milestone #4</b> Established protocols allowing ED and first responders - under supervision of the ED practitioners - to transport patients with non-acute disorders to alternate care sites including the PCMH to receive more appropriate level of care. (This requirement is optional.)										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> PPS has protocols and operations in place to transport non-acute patients to appropriate care site. (Optional).	0	0	0	0	0	0	0	0	0	0
<b>Milestone #5</b> Use EHRs and other technical platforms to track all patients engaged in the project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. Utilize the population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Establish ED care triage program for at-risk populations										
<b>Task</b> Stand up program based on project requirements										
<b>Task</b> M1:1. Identify participating provider and/or sites, including Health Home providers, PCPs, Dentists, EDs, CBOs, Social Service agencies and care coordination providers.										
<b>Task</b> M1:2. Confirm participation of AMCH ED, Malta ED, Saratoga										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
ED, and Columbia-Memorial ED as key stakeholders in this project.										
<b>Task</b> M1:3. Establish ED care triage sub-committee with representation based on identified providers.										
<b>Task</b> M1:4. Identify at-risk population and hotspots across the 5 county service area by analyzing member claims or other data to determine ED utilization patterns and share baseline metrics with project teams.										
<b>Task</b> M1:5. Complete a project specific current state assessment of the participating providers' ED care triage programs.										
<b>Task</b> M1:6. Working with WCC, assess current care coordinator/patient navigator staffing patterns in participating EDs.										
<b>Task</b> M1:7. Define future state for the ED Care Triage program utilizing hot spotting and current state assessment. Evaluate viability of models of care for implementation: EMTALA screening/ Urgent Care diversion model, and care coordination/ patient navigator and medical home linkages.										
<b>Task</b> M1:8. ED care triage sub-committee will develop a draft action plan to implement steps necessary to achieve the identified future state ED care triage program across all participating EDs.										
<b>Task</b> M1:9. ED care triage sub-committee will select evidence-based guidelines for the prescription of narcotics and the appropriate use of I-STOP program in EDs.										
<b>Task</b> M1:10. Submit draft ED care triage action plan including guidelines for the use of narcotics to the CQAC for review and approval.										
<b>Task</b> M1:11. Submit ED care triage plan to the PPS Board for review and approval.										
<b>Task</b> M1:12. Assess existing workflows, referral patterns, access to primary care services and HIT capabilities for each participating ED site.										
<b>Task</b> M1:13. Complete gap analysis between the current state assessment and defined future state at the participating ED sites.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:14. Utilizing gap analysis and future state model, identify change activities and begin plan implementation utilizing the PDSA methodology.										
<b>Task</b> M1:15. Identify future state care coordination/patient navigator staffing models in participating EDs and create a staffing plan including job descriptions and training requirements.										
<b>Task</b> M1:16. Assist ED sites with staff recruitment, training and ongoing competency assessment.										
<b>Task</b> M1:17. Working with neighboring PPSs, AMCH TDMC and HIXNY, evaluate the feasibility of developing and implementing a system to exchange patient information electronically among local EDs.										
<b>Task</b> M1:18. Implement processes across PPS to connect patients with non-emergency needs to receive an appointment to see a primary care provider with whom they can establish a relationship.										
<b>Task</b> M1:19. Working with CCHLC, develop culturally competent patient education materials on the appropriate use of ED services and benefits of primary care services offered at a PCMH.										
<b>Task</b> M1:20. Provide training for ED providers and staff in how to talk to patients about where they should receive care for non-emergent needs.										
<b>Task</b> M1:21. Provide training for ED providers regarding the implementation of guidelines for prescription of narcotic use.										
<b>Task</b> M1:22. Identify process metrics as well as data collection methods to facilitate evaluation reporting and implementation.										
<b>Task</b> M1:23. Designate ED staff to review evaluation reports regarding ED utilization and to take appropriate action to assure adherence to project objectives.										
<b>Milestone #2</b> Participating EDs will establish partnerships to community primary care providers with an emphasis on those that are PCMHs and have open access scheduling. a. Achieve NCQA 2014 Level 3 Medical Home standards or NYS Advanced Primary Care Model standards by the end of DSRIP										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
Year 3. b. Develop process and procedures to establish connectivity between the emergency department and community primary care providers. c. Ensure real time notification to a Health Home care manager as applicable										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria.)										
<b>Task</b> Encounter Notification Service (ENS) is installed in all PCP offices and EDs	53	53	53	53	53	53	53	53	53	53
<b>Task</b> Encounter Notification Service (ENS) is installed in all PCP offices and EDs	4	4	4	4	4	4	4	4	4	4
<b>Task</b> M1:1. Establish a project sub-committee with representation from participating primary care practitioners, to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home, as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice-specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:7 Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M1:8. Facilitate partnerships between participating EDs and community primary care providers including PCMHs to develop open-access models to assure timely access.										
<b>Task</b> M1:9. The ED care triage sub-committee will draft process and procedures to assure timely access and effective communication for care transitions between the ED and community primary care practices.										
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<b>Task</b> M1:14. Monitor on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M2:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M2:2. Develop a practice-specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M2:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M2:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M3:1. Conduct an analysis of current state PCPs and EDs ability										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
to utilize secure messaging systems and alerts internally and externally.										
<b>Task</b> M3:2. Define future state in terms of PPS-wide ENS utilization and technical parameters.										
<b>Task</b> M3:3. AMCH PMO, in consultation with the TDMC, will identify and contract with a vendor for PPS-wide secure messaging and alerts through ADT feeds.										
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<b>Milestone #3</b> For patients presenting with minor illnesses who do not have a primary care provider: a. Patient navigators will assist the presenting patient to receive an immediate appointment with a primary care provider, after required medical screening examination, to validate a non-emergency need. b. Patient navigator will assist the patient with identifying and accessing needed community support resources. c. Patient navigator will assist the member in receiving a timely appointment with that provider's office (for patients with a primary care provider).										
<b>Task</b> A defined process for triage of patients from patient navigators to non-emergency PCP and needed community support resources is in place.										
<b>Task</b> M1:1. ED care triage sub-committee will develop criteria for effective, timely and efficient management of patients presenting to ED with minor illnesses.										
<b>Task</b> M1:2. Identify and select nationally recognized best practice evidenced-based processes of ED care triage for patients presenting without PCPs.										
<b>Task</b> M1:3. Establish policies and procedures to assure timely referral from ED clinical staff to patient navigators for effective linkages to PCP.										
<b>Task</b> M1:4. Assess current state of staffing and systems in place to support effective patient navigation.										
<b>Task</b> M1:5. Define desired state of utilizing the patient navigators and community referrals to assist patients who do not have a primary										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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care provider with timely access to community primary care.										
<b>Task</b> M1:6. Submit identified ED patient navigator processes to the CQAC for review and approval.										
<b>Task</b> M1:7. Submit identified ED patient navigator processes to the PPS Board for final approval.										
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<b>Task</b> M1:9. Working in collaboration with WCC, develop additional trainings to providers and staff on the role of patient navigators in ED.										
<b>Task</b> M1:10. Assist participating providers in creating and developing processes and protocols to transition from identified current state to the ideal future state that enables referrals of patients by patient navigators to non-emergency based PCP's, CBOs and other community based supports as appropriate.										
<b>Task</b> M1:11. Conduct educational programs to participating sites and providers.										
<b>Task</b> M1:12. Identify project participating non-emergency PCPs, CBOs and any other community support resources.										
<b>Task</b> M1:13. Assess current state of access to primary care at identified PCMH sites and other CBOs for referrals from EDs.										
<b>Milestone #4</b> Established protocols allowing ED and first responders - under supervision of the ED practitioners - to transport patients with non-acute disorders to alternate care sites including the PCMH to receive more appropriate level of care. (This requirement is optional.)										
<b>Task</b> PPS has protocols and operations in place to transport non-acute patients to appropriate care site. (Optional).	0	0	0	0	0	0	0	0	0	0
<b>Milestone #5</b> Use EHRs and other technical platforms to track all patients engaged in the project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
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<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										

**Prescribed Milestones Current File Uploads**

<b>Milestone Name</b>	<b>User ID</b>	<b>File Type</b>	<b>File Name</b>	<b>Description</b>	<b>Upload Date</b>
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No Records Found

**Prescribed Milestones Narrative Text**

<b>Milestone Name</b>	<b>Narrative Text</b>
Establish ED care triage program for at-risk populations	
Participating EDs will establish partnerships to community primary care providers with an emphasis on those that are PCMHs and have open access scheduling. a. Achieve NCQA 2014 Level 3 Medical Home standards or NYS Advanced Primary Care Model standards by the end of DSRIP Year 3. b. Develop process and procedures to establish connectivity between the emergency department and community primary care	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
providers. c. Ensure real time notification to a Health Home care manager as applicable	
For patients presenting with minor illnesses who do not have a primary care provider: a. Patient navigators will assist the presenting patient to receive an immediate appointment with a primary care provider, after required medical screening examination, to validate a non-emergency need. b. Patient navigator will assist the patient with identifying and accessing needed community support resources. c. Patient navigator will assist the member in receiving a timely appointment with that provider's office (for patients with a primary care provider).	
Established protocols allowing ED and first responders - under supervision of the ED practitioners - to transport patients with non-acute disorders to alternate care sites including the PCMH to receive more appropriate level of care. (This requirement is optional.)	
Use EHRs and other technical platforms to track all patients engaged in the project.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.b.iii.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.b.iii.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Project 2.d.i – Implementation of Patient Activation Activities to Engage, Educate and Integrate the uninsured and low/non-utilizing Medicaid populations into Community Based Care**

**✓ IPQR Module 2.d.i.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

The 2.d.i project will face at least four challenges during implementation. The most significant risks focus on: 1) lack of community/patient engagement, 2) relevant real-time claims data 3) shortage of Patient Activation Measure (PAM) trained staff and 4) secure IT data sharing and communication.

Lack of patient engagement will make it difficult for individuals to take an active role in planning their own care. A lack of patient engagement may be due to language barriers, understanding medical conditions, cultural differences, age, gender, sexual orientation and socioeconomic status. This leads to disparities in care and disparate outcomes. Individuals who are not engaged in care may be harder to identify because there are no relevant claims data, or medical records that provide linkages to connect and engage them. In order to effectively track patient activation levels of the LU, NU and UI, relevant real time claims data is a necessity. A third risk when implementing 2.d.i, is a shortage of trained staff to conduct the PAM. The data captured by the PAM will be used for tracking and reporting in order to assist CBO's and others as they engage their clients. Providing training over the five-county area will be an intensive undertaking for the PMO. Another risk we face is this project's reliance on IT Infrastructure which is needed to support communication data collection and reporting. Many CBOs lack IT infrastructure including secure messaging, data storage, interoperability, and RHIO connectivity. This poses a risk in their abilities to manage data, and meet project deliverables.

However, with the aforementioned challenges, and others which are unforeseen, the PMO has established a plan for risk mitigation. To mitigate these risks, the PMO will:

- Collaborate with CBO partners to encourage patient engagement, participation, and use their leverage to community resources to reconnect beneficiaries to designated PCPs through the use of Patient Navigators and Community Navigators.
- Collaborate with CBO partners to identify hot spots for outreach and health navigation activities in key communities especially in underserved locations.
- Strategically place trained navigators at hot spots and ensure they have appropriate resources and materials to facilitate education related to health insurance coverage, age-appropriate primary and preventive healthcare services and resources.
- Collaborate with peer educators and other stakeholders, including consumers, to identify ways to build trust among target populations.
- Work with impacted sites and organizations to assist with training and technical support needed to ensure data is collected, entered and reported correctly.
- Utilize claims data to help identify hot spot areas of the LU, NU, and UI populations.
- Partner with MCOs to discuss data sharing and best practices for reconnecting beneficiaries to designated PCPs.
- Establish a PPS-wide team and train them in PAM. Utilization of the Train-the-Trainer method will allow for representatives from partnering organizations deliver the training and increase the number of PAM Trainers PPS-wide.
- Provide training to all necessary staff in cultural competency, health literacy, data documentation and reporting.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

- Assist participating partners with IT infrastructure issues by pursuing step-wise strategies including manual data collection thru RHIO connectivity.  
Encourage alternative cost effective approaches to data integrity and security access across the PPS network.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.d.i.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY3,Q4	34,872

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	0	0.00%	6,863	0.00%

Warning: Please note that your patients engaged to date does not meet your committed amount (6,863)

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
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No Records Found

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Fail	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.d.i.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Contract or partner with community-based organizations (CBOs) to engage target populations using PAM(R) and other patient activation techniques. The PPS must provide oversight and ensure that engagement is sufficient and appropriate.	Project	N/A	In Progress	07/16/2015	03/31/2018	07/16/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Partnerships with CBOs to assist in patient "hot-spotting" and engagement efforts as evidenced by MOUs, contracts, letters of agreement or other partnership documentation.	Project		In Progress	07/16/2015	03/31/2018	07/16/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO, in collaboration with the CCAC, will engage key CBOs to assist with targeting populations to administer the Patient Activation Measure (PAM) and other potential patient activation techniques.	Project		In Progress	07/16/2015	12/31/2015	07/16/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH PMO, in collaboration with the CCAC, will develop partnership agreements with key CBOs to administer the PAM tool in hot-spot areas.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Identify safety-net providers that will establish agreements with CBOs to expand the reach of the PAM tool to appropriate hot-spot areas.	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Milestone #2</b> Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.	Project	N/A	In Progress	06/26/2015	03/31/2017	06/26/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Patient Activation Measure(R) (PAM(R)) training team established.	Project		In Progress	06/26/2015	03/31/2017	06/26/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will identify key CBOs and providers with resources available to participate in PAM training.	Project		In Progress	06/26/2015	12/31/2015	06/26/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
<b>Task</b> M1:2. AMCH PMO, in collaboration with neighboring PPSs, will provide a "Train the Trainer" PAM technique workshop to appropriate PMO staff, as well as participating CBOs and healthcare providers.	Project		Completed	07/16/2015	07/16/2015	07/16/2015	07/16/2015	09/30/2015	DY1 Q2
<b>Task</b> M1:3. Roll out "Train the Trainer" method across the five-county region, utilizing trained CBO and provider resources to administer training to staff in their organizations and or across their region.	Project		In Progress	08/15/2015	03/31/2017	08/15/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:4. Annual network capacity assessments will be conducted by the PMO to determine whether there are an appropriate numbers of trainers in each of the five counties to achieve engagement.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Annual competency assessments will be completed by the PMO to determine training skills of the PAM trainers.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Identify UI, NU, and LU "hot spot" areas (e.g., emergency rooms). Contract or partner with CBOs to perform outreach within the identified "hot spot" areas.	Project	N/A	In Progress	08/25/2015	03/31/2017	08/25/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Analysis to identify "hot spot" areas completed and CBOs performing outreach engaged.	Project		In Progress	08/25/2015	03/31/2017	08/25/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will utilize the CNA and other data sources to identify "hot spot" areas of UI, NU, and LU and present them in map form.	Project		In Progress	08/25/2015	12/31/2015	08/25/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH PMO will utilize CBOs to assist in identifying UI, NU, and LU patient hot spot areas based on their knowledge of the communities they serve. Hot spot areas will be submitted to the CCAC for review and recommendations.	Project		In Progress	08/25/2015	12/31/2015	08/25/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. AMCH PMO will develop contracts or partnership agreements with key CBOs to perform outreach within the identified "hot spot" areas to engage UI, NU, and LU.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Milestone #4</b> Survey the targeted population about healthcare needs in the	Project	N/A	In Progress	07/06/2015	03/31/2017	07/06/2015	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
PPS' region.									
<b>Task</b> Community engagement forums and other information-gathering mechanisms established and performed.	Project		In Progress	07/06/2015	03/31/2017	07/06/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO, in collaboration with the CCAC, will establish a community engagement plan. This plan will outline community events, forums, and other information-gathering mechanisms.	Project		In Progress	07/06/2015	12/31/2015	07/06/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH PMO, in collaboration with the CCAC, will administer a population specific survey or other information gathering mechanisms, to identify healthcare needs. This survey will be conducted via participating providers or local community forums.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:3. AMCH PMO will participate or host community forums and community engagement events at least semi-annually.	Project		In Progress	12/07/2015	03/31/2017	12/07/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Milestone #5</b> Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.	Project	N/A	In Progress	06/26/2015	03/31/2018	06/26/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> PPS Providers (located in "hot spot" areas) trained in patient activation techniques by "PAM(R) trainers".	Project		In Progress	06/26/2015	03/31/2018	06/26/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO, with assistance from CCHLC, will identify participating providers with resources available to participate in PAM, shared decision making, cultural competency, and health literacy training.	Project		In Progress	06/26/2015	03/31/2018	06/26/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:2. AMCH PMO, in collaboration with neighboring PPSs, will provide a "Train the Trainer" PAM workshop to appropriate PMO staff and healthcare providers.	Project		In Progress	07/16/2015	12/31/2015	07/16/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Deploy trainers across the five-county region, utilizing staff to administer necessary and appropriate training to providers in their organizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Generate lists of all providers trained on the following:	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
PAM, shared decision making, cultural competency and health literacy. Conduct, at least annually, competency based assessments of knowledge, skills, and abilities.									
<p><b>Milestone #6</b> Obtain list of PCPs assigned to NU and LU enrollees from MCOs. Along with the member's MCO and assigned PCP, reconnect beneficiaries to his/her designated PCP (see outcome measurements in #10).</p> <ul style="list-style-type: none"> <li>• This patient activation project should not be used as a mechanism to inappropriately move members to different health plans and PCPs, but rather, shall focus on establishing connectivity to resources already available to the member.</li> <li>• Work with respective MCOs and PCPs to ensure proactive outreach to beneficiaries. Sufficient information must be provided regarding insurance coverage, language resources, and availability of primary and preventive care services. The state must review and approve any educational materials, which must comply with state marketing guidelines and federal regulations as outlined in 42 CFR §438.104.</li> </ul>	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<p><b>Task</b> Procedures and protocols established to allow the PPS to work with the member's MCO and assigned PCP to help reconnect that beneficiary to his/her designated PCP.</p>	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<p><b>Task</b> M1:1. After the opt-out process has been completed, the AMCH PMO will establish BAAs with appropriate MCOs that will allow the PPS to share lists of PCPs assigned to NU and LU enrollees from MCOs.</p>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<p><b>Task</b> M1:2. AMCH PMO will reach out to participating PCPs and provide patient lists for verification, potential outreach and engagement efforts.</p>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<p><b>Task</b> M1:3. Revised lists will be shared with MCOs and PCPs to accurately present patients who belong to the PCP for activation purposes.</p>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<p><b>Task</b> M1:4. AMCH PMO will engage appropriate CBOs who will use their leverage and knowledge of the communities they serve to</p>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
help reconnect beneficiaries to designated PCPs.									
<b>Task</b> M1:5. AMCH PMO will work with PPS partners to establish appropriate care coordination/patient navigation activities to assist CBOs and enable patients to become more engaged in care.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #7</b> Baseline each beneficiary cohort (per method developed by state) to appropriately identify cohorts using PAM(R) during the first year of the project and again, at set intervals. Baselines, as well as intervals towards improvement, must be set for each cohort at the beginning of each performance period.	Project	N/A	In Progress	07/16/2015	03/31/2018	07/16/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> For each PAM(R) activation level, baseline and set intervals toward improvement determined at the beginning of each performance period (defined by the state).	Project		In Progress	07/16/2015	03/31/2018	07/16/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO, in collaboration with the three overlapping PPSs in the region, will provide a "Train-the-Trainer" PAM workshop.	Project		In Progress	07/16/2015	12/31/2015	07/16/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Per the method developed by the state, the AMCH PMO will establish baseline cohort data of PAM activation levels.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will utilize data from PAM to develop strategies for patient engagement and re-engagement, utilizing participating CBOs and providers. These strategies will include designated intervals for reassessment, and will facilitate the tracking of improvement for each cohort.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Data will be shared, at an aggregate level, across the PPS via dashboards and other means to facilitate tracking of patient activation score improvement.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Include beneficiaries in development team to promote preventive care.	Project	N/A	In Progress	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Beneficiaries are utilized as a resource in program development and awareness efforts of preventive care services.	Project		In Progress	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:1. AMCH PMO will identify eligible beneficiaries to participate in consumer interviews, focus groups, community forums, work groups, committees, and/or engagement activities to ensure sufficient input from consumers in the design of preventive care services across the PPS. These activities will be done in collaboration with the CCAC and the CQAC. Consumer feedback will be used across the PPS to make necessary modifications and other changes to the project implementation plan.									
<b>Milestone #9</b> Measure PAM(R) components, including: <ul style="list-style-type: none"> <li>• Screen patient status (UI, NU and LU) and collect contact information when he/she visits the PPS designated facility or "hot spot" area for health service.</li> <li>• If the beneficiary is UI, does not have a registered PCP, or is attributed to a PCP in the PPS' network, assess patient using PAM(R) survey and designate a PAM(R) score.</li> <li>• Individual member's score must be averaged to calculate a baseline measure for that year's cohort.</li> <li>• The cohort must be followed for the entirety of the DSRIP program.</li> <li>• On an annual basis, assess individual members' and each cohort's level of engagement, with the goal of moving beneficiaries to a higher level of activation.</li> <li>• If the beneficiary is deemed to be LU &amp; NU but has a designated PCP who is not part of the PPS' network, counsel the beneficiary on better utilizing his/her existing healthcare benefits, while also encouraging the beneficiary to reconnect with his/her designated PCP.</li> <li>• The PPS will NOT be responsible for assessing the patient via PAM(R) survey.</li> <li>• PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes.</li> <li>• Provide member engagement lists to relevant insurance companies (for NU &amp; LU populations) on a monthly basis, as well as to DOH on a quarterly basis.</li> </ul>	Project	N/A	In Progress	07/16/2015	03/31/2018	07/16/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Performance measurement reports established, including but not	Project		In Progress	07/16/2015	03/31/2018	07/16/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
limited to: - Number of patients screened, by engagement level - Number of clinicians trained in PAM(R) survey implementation - Number of patient: PCP bridges established - Number of patients identified, linked by MCOs to which they are associated - Member engagement lists to relevant insurance companies (for NU & LU populations) on a monthly basis - Member engagement lists to DOH (for NU & LU populations) on a monthly basis - Annual report assessing individual member and the overall cohort's level of engagement									
<b>Task</b> M1:1. AMCH PMO, in collaboration with overlapping PPSs, will provide a "Train-the-Trainer" PAM workshop.	Project		In Progress	07/16/2015	12/31/2015	07/16/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. AMCH PMO will utilize performance measurement reports to determine the number of patients screened by engagement level. Patient status will be collected and, if UI, NU, or LU, assess and score the patient using PAM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will establish benchmarks based on annually calculated assessment scores averaged for the cohort. The cohorts will be followed for the entirety of the DSRIP program.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. AMCH PMO will assess individual members' level of engagement with the goal of moving individual members to a higher activation level.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will provide contact information to appropriate MCOs related to beneficiaries who complete a PAM evaluation. The AMCH PMO will provide engagement lists for NU and LU to the MCOs on a monthly basis. This information will be provided to the DOH on a quarterly basis.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. AMCH PMO will utilize performance measures to provide annual reports assessing individual members and the overall cohort's level of engagement.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #10</b>	Project	N/A	In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.									
<b>Task</b> Volume of non-emergent visits for UI, NU, and LU populations increased.	Project		In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO will evaluate ED utilization for NU, LU, and UI population attributed to the provider network.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will work with designated patient navigators, care coordinators, and CBOs to educate targeted patients about alternatives to ED usage.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will track UI, NU, and LU targeted populations to longitudinally assess alternative healthcare system use over the life of the DSRIP project.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Reports will be generated regarding utilization of non-emergent services in comparison to baseline data for the target population annually.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #11</b> Contract or partner with CBOs to develop a group of community navigators who are trained in connectivity to healthcare coverage, community healthcare resources (including for primary and preventive services) and patient education.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Community navigators identified and contracted.	Provider	PAM(R) Providers	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Community navigators trained in connectivity to healthcare coverage and community healthcare resources, (including primary and preventive services), as well as patient education.	Provider	PAM(R) Providers	In Progress	11/09/2016	03/31/2018	11/09/2016	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO will work with CBOs and other participating providers to identify and develop a team of community navigators to be trained in their region. These community navigators will have ties to their communities and basic knowledge of community resources.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will execute participation agreements with CBOs to develop a group of community navigators as identified	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
in metric 1, step 1.									
<b>Task</b> M2:1. AMCH PMO, in collaboration with the WCC and workforce training vendor, will select community navigator training materials specific to linkages for healthcare and community healthcare resources. This training will be implemented, evaluated, and provided to appropriate staff on an annual basis.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #12</b> Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Policies and procedures for customer service complaints and appeals developed.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will develop patient complaint and grievance policies, which will be reviewed and approved by the PAC prior to network-wide implementation. Drafts of these policies and procedures will also be reviewed by consumer focus groups facilitated by the CCAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. The approved policies will be posted to the website, as well as presented at community forums, to clarify steps in the process and educate both patients and the community at large in terms of how to submit and what to expect.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #13</b> Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).	Project	N/A	In Progress	07/16/2015	03/31/2017	07/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> List of community navigators formally trained in the PAM(R).	Provider	PAM(R) Providers	In Progress	07/16/2015	03/31/2017	07/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. AMCH PMO will work with PPS partners to identify representatives in each hub who will serve as community navigators and be trained in PAM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO, in collaboration with Insignia and approved Train-the-Trainers, will utilize the PAM tool and conduct training to assist community navigators in patient activation and education. A list of all navigators formally trained in PAM will be maintained by the PMO and will be available upon request.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #14</b> Ensure direct hand-offs to navigators who are prominently placed at "hot spots," partnered CBOs, emergency departments, or community events, so as to facilitate education regarding health insurance coverage, age-appropriate primary and preventive healthcare services and resources.	Project	N/A	In Progress	12/05/2015	03/31/2018	12/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Community navigators prominently placed (with high visibility) at appropriate locations within identified "hot spot" areas.	Provider	PAM(R) Providers	In Progress	12/05/2015	03/31/2018	12/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO will utilize the CNA to identify "hot spot" areas to assign navigators, as well as to identify various community events, health fairs, and high utilization EDs. 6	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Based on the identification of hot-spots, community events, and fairs, AMCH PMO will direct contracted CBOs to place navigators at these facilities and events to provide education to eligible individuals regarding the availability of health insurance coverage.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will provide culturally appropriate materials to community navigators to assist in a standardized approach to educate eligible individuals, and link them to insurance as appropriate. The CBOs and navigators will provide reports on the number of individuals engaged and referred.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #15</b> Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.	Project	N/A	In Progress	03/01/2018	03/31/2018	03/01/2018	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Navigators educated about insurance options and healthcare resources available to populations in this project.	Project		In Progress	03/01/2018	03/31/2018	03/01/2018	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO, in collaboration with the WCC and workforce training vendor, will select community navigator training materials specific to insurance options and health resources available. This training will be implemented, evaluated, and provided to appropriate staff on an annual basis. In addition, AMCH PMO will provide culturally appropriate materials to the community navigators to assist in a standardized approach to educate eligible individuals, and link them to insurance as	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
appropriate.									
<b>Milestone #16</b> Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.	Project	N/A	In Progress	03/01/2018	03/31/2018	03/01/2018	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Timely access for navigator when connecting members to services.	Project		In Progress	03/01/2018	03/31/2018	03/01/2018	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. AMCH PMO will work with participating providers to develop policies and procedures to ensure appropriate and timely access for navigators connecting patients to services.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Based on the approved policies and procedures, navigators will be connected to appropriate staff at service locations to obtain primary and preventative care services for community members.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Contractual agreements will include evaluation criteria that allow for navigator feedback and specific reporting requirements to enable the PMO to determine adequacy of staffing, training needs, caseload ratios, and related items as identified for this project.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #17</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, to track all patients engaged in the project.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective patient registry and population health management across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems and patient registries.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of patients in registries as appropriate.									
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the registries and population health platforms.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Utilize the population health IT vendor to support the needs of the PPS and individual organizations/practices to track their registered patients.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Following quality improvement protocols, such as PDSA, evaluate clinical outcomes of patients in the registries and adjust clinical protocols and work flows as needed to improve outcomes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> Contract or partner with community-based organizations (CBOs) to engage target populations using PAM(R) and other patient activation techniques. The PPS must provide oversight and ensure that engagement is sufficient and appropriate.										
<b>Task</b> Partnerships with CBOs to assist in patient "hot-spotting" and engagement efforts as evidenced by MOUs, contracts, letters of agreement or other partnership documentation.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the CCAC, will engage key CBOs to assist with targeting populations to administer the Patient Activation Measure (PAM) and other potential patient activation techniques.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with the CCAC, will develop partnership agreements with key CBOs to administer the PAM tool in hot-spot areas.										
<b>Task</b> M1:3. Identify safety-net providers that will establish agreements with CBOs to expand the reach of the PAM tool to appropriate hot-spot areas.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Milestone #2</b> Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.										
<b>Task</b> Patient Activation Measure(R) (PAM(R)) training team established.										
<b>Task</b> M1:1. AMCH PMO will identify key CBOs and providers with resources available to participate in PAM training.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with neighboring PPSs, will provide a "Train the Trainer" PAM technique workshop to appropriate PMO staff, as well as participating CBOs and healthcare providers.										
<b>Task</b> M1:3. Roll out "Train the Trainer" method across the five-county region, utilizing trained CBO and provider resources to administer training to staff in their organizations and or across their region.										
<b>Task</b> M1:4. Annual network capacity assessments will be conducted by the PMO to determine whether there are an appropriate numbers of trainers in each of the five counties to achieve engagement.										
<b>Task</b> M1:5. Annual competency assessments will be completed by the PMO to determine training skills of the PAM trainers.										
<b>Milestone #3</b> Identify UI, NU, and LU "hot spot" areas (e.g., emergency rooms). Contract or partner with CBOs to perform outreach within the identified "hot spot" areas.										
<b>Task</b> Analysis to identify "hot spot" areas completed and CBOs performing outreach engaged.										
<b>Task</b> M1:1. AMCH PMO will utilize the CNA and other data sources to identify "hot spot" areas of UI, NU, and LU and present them in map form.										
<b>Task</b> M1:2. AMCH PMO will utilize CBOs to assist in identifying UI, NU, and LU patient hot spot areas based on their knowledge of the communities they serve. Hot spot areas will be submitted to the CCAC for review and recommendations.										
<b>Task</b> M1:3. AMCH PMO will develop contracts or partnership										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
agreements with key CBOs to perform outreach within the identified "hot spot" areas to engage UI, NU, and LU.										
<b>Milestone #4</b> Survey the targeted population about healthcare needs in the PPS' region.										
<b>Task</b> Community engagement forums and other information-gathering mechanisms established and performed.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the CCAC, will establish a community engagement plan. This plan will outline community events, forums, and other information-gathering mechanisms.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with the CCAC, will administer a population specific survey or other information gathering mechanisms, to identify healthcare needs. This survey will be conducted via participating providers or local community forums.										
<b>Task</b> M1:3. AMCH PMO will participate or host community forums and community engagement events at least semi-annually.										
<b>Milestone #5</b> Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.										
<b>Task</b> PPS Providers (located in "hot spot" areas) trained in patient activation techniques by "PAM(R) trainers".										
<b>Task</b> M1:1. AMCH PMO, with assistance from CCHLC, will identify participating providers with resources available to participate in PAM, shared decision making, cultural competency, and health literacy training.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with neighboring PPSs, will provide a "Train the Trainer" PAM workshop to appropriate PMO staff and healthcare providers.										
<b>Task</b> M1:3. Deploy trainers across the five-county region, utilizing staff to administer necessary and appropriate training to providers in their organizations.										
<b>Task</b> M1:4. Generate lists of all providers trained on the following: PAM, shared decision making, cultural competency and health literacy. Conduct, at least annually, competency based assessments of knowledge, skills, and abilities.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<p><b>Milestone #6</b> Obtain list of PCPs assigned to NU and LU enrollees from MCOs. Along with the member's MCO and assigned PCP, reconnect beneficiaries to his/her designated PCP (see outcome measurements in #10).</p> <ul style="list-style-type: none"> <li>• This patient activation project should not be used as a mechanism to inappropriately move members to different health plans and PCPs, but rather, shall focus on establishing connectivity to resources already available to the member.</li> <li>• Work with respective MCOs and PCPs to ensure proactive outreach to beneficiaries. Sufficient information must be provided regarding insurance coverage, language resources, and availability of primary and preventive care services. The state must review and approve any educational materials, which must comply with state marketing guidelines and federal regulations as outlined in 42 CFR §438.104.</li> </ul>										
<p><b>Task</b> Procedures and protocols established to allow the PPS to work with the member's MCO and assigned PCP to help reconnect that beneficiary to his/her designated PCP.</p>										
<p><b>Task</b> M1:1. After the opt-out process has been completed, the AMCH PMO will establish BAAs with appropriate MCOs that will allow the PPS to share lists of PCPs assigned to NU and LU enrollees from MCOs.</p>										
<p><b>Task</b> M1:2. AMCH PMO will reach out to participating PCPs and provide patient lists for verification, potential outreach and engagement efforts.</p>										
<p><b>Task</b> M1:3. Revised lists will be shared with MCOs and PCPs to accurately present patients who belong to the PCP for activation purposes.</p>										
<p><b>Task</b> M1:4. AMCH PMO will engage appropriate CBOs who will use their leverage and knowledge of the communities they serve to help reconnect beneficiaries to designated PCPs.</p>										
<p><b>Task</b> M1:5. AMCH PMO will work with PPS partners to establish appropriate care coordination/patient navigation activities to assist CBOs and enable patients to become more engaged in care.</p>										
<p><b>Milestone #7</b> Baseline each beneficiary cohort (per method developed by state) to appropriately identify cohorts using PAM(R) during the first year of the project and again, at set intervals. Baselines, as</p>										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
well as intervals towards improvement, must be set for each cohort at the beginning of each performance period.										
<b>Task</b> For each PAM(R) activation level, baseline and set intervals toward improvement determined at the beginning of each performance period (defined by the state).										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the three overlapping PPSs in the region, will provide a "Train-the-Trainer" PAM workshop.										
<b>Task</b> M1:2. Per the method developed by the state, the AMCH PMO will establish baseline cohort data of PAM activation levels.										
<b>Task</b> M1:3. AMCH PMO will utilize data from PAM to develop strategies for patient engagement and re-engagement, utilizing participating CBOs and providers. These strategies will include designated intervals for reassessment, and will facilitate the tracking of improvement for each cohort.										
<b>Task</b> M1:4. Data will be shared, at an aggregate level, across the PPS via dashboards and other means to facilitate tracking of patient activation score improvement.										
<b>Milestone #8</b> Include beneficiaries in development team to promote preventive care.										
<b>Task</b> Beneficiaries are utilized as a resource in program development and awareness efforts of preventive care services.										
<b>Task</b> M1:1. AMCH PMO will identify eligible beneficiaries to participate in consumer interviews, focus groups, community forums, work groups, committees, and/or engagement activities to ensure sufficient input from consumers in the design of preventive care services across the PPS. These activities will be done in collaboration with the CCAC and the CQAC. Consumer feedback will be used across the PPS to make necessary modifications and other changes to the project implementation plan.										
<b>Milestone #9</b> Measure PAM(R) components, including: • Screen patient status (UI, NU and LU) and collect contact information when he/she visits the PPS designated facility or "hot spot" area for health service. • If the beneficiary is UI, does not have a registered PCP, or is attributed to a PCP in the PPS' network, assess patient using PAM(R) survey and designate a PAM(R) score.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<ul style="list-style-type: none"> <li>Individual member's score must be averaged to calculate a baseline measure for that year's cohort.</li> <li>The cohort must be followed for the entirety of the DSRIP program.</li> <li>On an annual basis, assess individual members' and each cohort's level of engagement, with the goal of moving beneficiaries to a higher level of activation.               <ul style="list-style-type: none"> <li>If the beneficiary is deemed to be LU &amp; NU but has a designated PCP who is not part of the PPS' network, counsel the beneficiary on better utilizing his/her existing healthcare benefits, while also encouraging the beneficiary to reconnect with his/her designated PCP.</li> </ul> </li> <li>The PPS will NOT be responsible for assessing the patient via PAM(R) survey.</li> <li>PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes.</li> <li>Provide member engagement lists to relevant insurance companies (for NU &amp; LU populations) on a monthly basis, as well as to DOH on a quarterly basis.</li> </ul>										
<b>Task</b> Performance measurement reports established, including but not limited to: <ul style="list-style-type: none"> <li>- Number of patients screened, by engagement level</li> <li>- Number of clinicians trained in PAM(R) survey implementation</li> <li>- Number of patient: PCP bridges established</li> <li>- Number of patients identified, linked by MCOs to which they are associated</li> <li>- Member engagement lists to relevant insurance companies (for NU &amp; LU populations) on a monthly basis</li> <li>- Member engagement lists to DOH (for NU &amp; LU populations) on a monthly basis</li> <li>- Annual report assessing individual member and the overall cohort's level of engagement</li> </ul>										
<b>Task</b> M1:1. AMCH PMO, in collaboration with overlapping PPSs, will provide a "Train-the-Trainer" PAM workshop.										
<b>Task</b> M1:2. AMCH PMO will utilize performance measurement reports to determine the number of patients screened by engagement level. Patient status will be collected and, if UI, NU, or LU, assess and score the patient using PAM.										
<b>Task</b> M1:3. AMCH PMO will establish benchmarks based on annually calculated assessment scores averaged for the cohort. The cohorts will be followed for the entirety of the DSRIP program.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:4. AMCH PMO will assess individual members' level of engagement with the goal of moving individual members to a higher activation level.										
<b>Task</b> M1:5. AMCH PMO will provide contact information to appropriate MCOs related to beneficiaries who complete a PAM evaluation. The AMCH PMO will provide engagement lists for NU and LU to the MCOs on a monthly basis. This information will be provided to the DOH on a quarterly basis.										
<b>Task</b> M1:6. AMCH PMO will utilize performance measures to provide annual reports assessing individual members and the overall cohort's level of engagement.										
<b>Milestone #10</b> Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.										
<b>Task</b> Volume of non-emergent visits for UI, NU, and LU populations increased.										
<b>Task</b> M1:1. AMCH PMO will evaluate ED utilization for NU, LU, and UI population attributed to the provider network.										
<b>Task</b> M1:2. AMCH PMO will work with designated patient navigators, care coordinators, and CBOs to educate targeted patients about alternatives to ED usage.										
<b>Task</b> M1:3. AMCH PMO will track UI, NU, and LU targeted populations to longitudinally assess alternative healthcare system use over the life of the DSRIP project.										
<b>Task</b> M1:4. Reports will be generated regarding utilization of non-emergent services in comparison to baseline data for the target population annually.										
<b>Milestone #11</b> Contract or partner with CBOs to develop a group of community navigators who are trained in connectivity to healthcare coverage, community healthcare resources (including for primary and preventive services) and patient education.										
<b>Task</b> Community navigators identified and contracted.	0	0	0	0	20	40	50	55	60	65
<b>Task</b> Community navigators trained in connectivity to healthcare coverage and community healthcare resources, (including primary and preventive services), as well as patient education.	0	0	0	0	0	20	40	55	60	65



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:1. AMCH PMO will work with CBOs and other participating providers to identify and develop a team of community navigators to be trained in their region. These community navigators will have ties to their communities and basic knowledge of community resources.										
<b>Task</b> M1:2. AMCH PMO will execute participation agreements with CBOs to develop a group of community navigators as identified in metric 1, step 1.										
<b>Task</b> M2:1. AMCH PMO, in collaboration with the WCC and workforce training vendor, will select community navigator training materials specific to linkages for healthcare and community healthcare resources. This training will be implemented, evaluated, and provided to appropriate staff on an annual basis.										
<b>Milestone #12</b> Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.										
<b>Task</b> Policies and procedures for customer service complaints and appeals developed.										
<b>Task</b> M1:1. AMCH PMO will develop patient complaint and grievance policies, which will be reviewed and approved by the PAC prior to network-wide implementation. Drafts of these policies and procedures will also be reviewed by consumer focus groups facilitated by the CCAC.										
<b>Task</b> M1:2. The approved policies will be posted to the website, as well as presented at community forums, to clarify steps in the process and educate both patients and the community at large in terms of how to submit and what to expect.										
<b>Milestone #13</b> Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).										
<b>Task</b> List of community navigators formally trained in the PAM(R).	0	20	40	50	55	60	65	68	68	68
<b>Task</b> M1:1. AMCH PMO will work with PPS partners to identify representatives in each hub who will serve as community navigators and be trained in PAM.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with Insignia and approved Train-the-Trainers, will utilize the PAM tool and conduct training										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
to assist community navigators in patient activation and education. A list of all navigators formally trained in PAM will be maintained by the PMO and will be available upon request.										
<b>Milestone #14</b> Ensure direct hand-offs to navigators who are prominently placed at "hot spots," partnered CBOs, emergency departments, or community events, so as to facilitate education regarding health insurance coverage, age-appropriate primary and preventive healthcare services and resources.										
<b>Task</b> Community navigators prominently placed (with high visibility) at appropriate locations within identified "hot spot" areas.	0	0	0	0	0	0	20	40	50	55
<b>Task</b> M1:1. AMCH PMO will utilize the CNA to identify "hot spot" areas to assign navigators, as well as to identify various community events, health fairs, and high utilization EDs. 6										
<b>Task</b> M1:2. Based on the identification of hot-spots, community events, and fairs, AMCH PMO will direct contracted CBOs to place navigators at these facilities and events to provide education to eligible individuals regarding the availability of health insurance coverage.										
<b>Task</b> M1:3. AMCH PMO will provide culturally appropriate materials to community navigators to assist in a standardized approach to educate eligible individuals, and link them to insurance as appropriate. The CBOs and navigators will provide reports on the number of individuals engaged and referred.										
<b>Milestone #15</b> Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.										
<b>Task</b> Navigators educated about insurance options and healthcare resources available to populations in this project.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the WCC and workforce training vendor, will select community navigator training materials specific to insurance options and health resources available. This training will be implemented, evaluated, and provided to appropriate staff on an annual basis. In addition, AMCH PMO will provide culturally appropriate materials to the community navigators to assist in a standardized approach to educate eligible individuals, and link them to insurance as appropriate.										
<b>Milestone #16</b> Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
community member.										
<b>Task</b> Timely access for navigator when connecting members to services.										
<b>Task</b> M1:1. AMCH PMO will work with participating providers to develop policies and procedures to ensure appropriate and timely access for navigators connecting patients to services.										
<b>Task</b> M1:2. Based on the approved policies and procedures, navigators will be connected to appropriate staff at service locations to obtain primary and preventative care services for community members.										
<b>Task</b> M1:3. Contractual agreements will include evaluation criteria that allow for navigator feedback and specific reporting requirements to enable the PMO to determine adequacy of staffing, training needs, caseload ratios, and related items as identified for this project.										
<b>Milestone #17</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, to track all patients engaged in the project.										
<b>Task</b> PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective patient registry and population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems and patient registries.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of patients in registries as appropriate.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the registries and population health platforms.										
<b>Task</b> M1:5. Utilize the population health IT vendor to support the										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
needs of the PPS and individual organizations/practices to track their registered patients.										
<b>Task</b> M1:6. Following quality improvement protocols, such as PDSA, evaluate clinical outcomes of patients in the registries and adjust clinical protocols and work flows as needed to improve outcomes.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Contract or partner with community-based organizations (CBOs) to engage target populations using PAM(R) and other patient activation techniques. The PPS must provide oversight and ensure that engagement is sufficient and appropriate.										
<b>Task</b> Partnerships with CBOs to assist in patient "hot-spotting" and engagement efforts as evidenced by MOUs, contracts, letters of agreement or other partnership documentation.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the CCAC, will engage key CBOs to assist with targeting populations to administer the Patient Activation Measure (PAM) and other potential patient activation techniques.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with the CCAC, will develop partnership agreements with key CBOs to administer the PAM tool in hot-spot areas.										
<b>Task</b> M1:3. Identify safety-net providers that will establish agreements with CBOs to expand the reach of the PAM tool to appropriate hot-spot areas.										
<b>Milestone #2</b> Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.										
<b>Task</b> Patient Activation Measure(R) (PAM(R)) training team established.										
<b>Task</b> M1:1. AMCH PMO will identify key CBOs and providers with resources available to participate in PAM training.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with neighboring PPSs, will provide a "Train the Trainer" PAM technique workshop to										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
appropriate PMO staff, as well as participating CBOs and healthcare providers.										
<b>Task</b> M1:3. Roll out "Train the Trainer" method across the five-county region, utilizing trained CBO and provider resources to administer training to staff in their organizations and or across their region.										
<b>Task</b> M1:4. Annual network capacity assessments will be conducted by the PMO to determine whether there are an appropriate numbers of trainers in each of the five counties to achieve engagement.										
<b>Task</b> M1:5. Annual competency assessments will be completed by the PMO to determine training skills of the PAM trainers.										
<b>Milestone #3</b> Identify UI, NU, and LU "hot spot" areas (e.g., emergency rooms). Contract or partner with CBOs to perform outreach within the identified "hot spot" areas.										
<b>Task</b> Analysis to identify "hot spot" areas completed and CBOs performing outreach engaged.										
<b>Task</b> M1:1. AMCH PMO will utilize the CNA and other data sources to identify "hot spot" areas of UI, NU, and LU and present them in map form.										
<b>Task</b> M1:2. AMCH PMO will utilize CBOs to assist in identifying UI, NU, and LU patient hot spot areas based on their knowledge of the communities they serve. Hot spot areas will be submitted to the CCAC for review and recommendations.										
<b>Task</b> M1:3. AMCH PMO will develop contracts or partnership agreements with key CBOs to perform outreach within the identified "hot spot" areas to engage UI, NU, and LU.										
<b>Milestone #4</b> Survey the targeted population about healthcare needs in the PPS' region.										
<b>Task</b> Community engagement forums and other information-gathering mechanisms established and performed.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the CCAC, will establish a community engagement plan. This plan will outline community events, forums, and other information-gathering mechanisms.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:2. AMCH PMO, in collaboration with the CCAC, will administer a population specific survey or other information gathering mechanisms, to identify healthcare needs. This survey will be conducted via participating providers or local community forums.										
<b>Task</b> M1:3. AMCH PMO will participate or host community forums and community engagement events at least semi-annually.										
<b>Milestone #5</b> Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.										
<b>Task</b> PPS Providers (located in "hot spot" areas) trained in patient activation techniques by "PAM(R) trainers".										
<b>Task</b> M1:1. AMCH PMO, with assistance from CCHLC, will identify participating providers with resources available to participate in PAM, shared decision making, cultural competency, and health literacy training.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with neighboring PPSs, will provide a "Train the Trainer" PAM workshop to appropriate PMO staff and healthcare providers.										
<b>Task</b> M1:3. Deploy trainers across the five-county region, utilizing staff to administer necessary and appropriate training to providers in their organizations.										
<b>Task</b> M1:4. Generate lists of all providers trained on the following: PAM, shared decision making, cultural competency and health literacy. Conduct, at least annually, competency based assessments of knowledge, skills, and abilities.										
<b>Milestone #6</b> Obtain list of PCPs assigned to NU and LU enrollees from MCOs. Along with the member's MCO and assigned PCP, reconnect beneficiaries to his/her designated PCP (see outcome measurements in #10). • This patient activation project should not be used as a mechanism to inappropriately move members to different health plans and PCPs, but rather, shall focus on establishing connectivity to resources already available to the member. • Work with respective MCOs and PCPs to ensure proactive outreach to beneficiaries. Sufficient information must be provided regarding insurance coverage, language resources, and										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
availability of primary and preventive care services. The state must review and approve any educational materials, which must comply with state marketing guidelines and federal regulations as outlined in 42 CFR §438.104.										
<b>Task</b> Procedures and protocols established to allow the PPS to work with the member's MCO and assigned PCP to help reconnect that beneficiary to his/her designated PCP.										
<b>Task</b> M1:1. After the opt-out process has been completed, the AMCH PMO will establish BAAs with appropriate MCOs that will allow the PPS to share lists of PCPs assigned to NU and LU enrollees from MCOs.										
<b>Task</b> M1:2. AMCH PMO will reach out to participating PCPs and provide patient lists for verification, potential outreach and engagement efforts.										
<b>Task</b> M1:3. Revised lists will be shared with MCOs and PCPs to accurately present patients who belong to the PCP for activation purposes.										
<b>Task</b> M1:4. AMCH PMO will engage appropriate CBOs who will use their leverage and knowledge of the communities they serve to help reconnect beneficiaries to designated PCPs.										
<b>Task</b> M1:5. AMCH PMO will work with PPS partners to establish appropriate care coordination/patient navigation activities to assist CBOs and enable patients to become more engaged in care.										
<b>Milestone #7</b> Baseline each beneficiary cohort (per method developed by state) to appropriately identify cohorts using PAM(R) during the first year of the project and again, at set intervals. Baselines, as well as intervals towards improvement, must be set for each cohort at the beginning of each performance period.										
<b>Task</b> For each PAM(R) activation level, baseline and set intervals toward improvement determined at the beginning of each performance period (defined by the state).										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the three overlapping PPSs in the region, will provide a "Train-the-Trainer" PAM workshop.										
<b>Task</b> M1:2. Per the method developed by the state, the AMCH PMO										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
will establish baseline cohort data of PAM activation levels.										
<b>Task</b> M1:3. AMCH PMO will utilize data from PAM to develop strategies for patient engagement and re-engagement, utilizing participating CBOs and providers. These strategies will include designated intervals for reassessment, and will facilitate the tracking of improvement for each cohort.										
<b>Task</b> M1:4. Data will be shared, at an aggregate level, across the PPS via dashboards and other means to facilitate tracking of patient activation score improvement.										
<b>Milestone #8</b> Include beneficiaries in development team to promote preventive care.										
<b>Task</b> Beneficiaries are utilized as a resource in program development and awareness efforts of preventive care services.										
<b>Task</b> M1:1. AMCH PMO will identify eligible beneficiaries to participate in consumer interviews, focus groups, community forums, work groups, committees, and/or engagement activities to ensure sufficient input from consumers in the design of preventive care services across the PPS. These activities will be done in collaboration with the CCAC and the CQAC. Consumer feedback will be used across the PPS to make necessary modifications and other changes to the project implementation plan.										
<b>Milestone #9</b> Measure PAM(R) components, including: <ul style="list-style-type: none"> <li>• Screen patient status (UI, NU and LU) and collect contact information when he/she visits the PPS designated facility or "hot spot" area for health service.</li> <li>• If the beneficiary is UI, does not have a registered PCP, or is attributed to a PCP in the PPS' network, assess patient using PAM(R) survey and designate a PAM(R) score.</li> <li>• Individual member's score must be averaged to calculate a baseline measure for that year's cohort.</li> <li>• The cohort must be followed for the entirety of the DSRIP program.</li> <li>• On an annual basis, assess individual members' and each cohort's level of engagement, with the goal of moving beneficiaries to a higher level of activation.               <ul style="list-style-type: none"> <li>• If the beneficiary is deemed to be LU &amp; NU but has a designated PCP who is not part of the PPS' network, counsel the beneficiary on better utilizing his/her existing healthcare benefits, while also</li> </ul> </li> </ul>										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<p>encouraging the beneficiary to reconnect with his/her designated PCP.</p> <ul style="list-style-type: none"> <li>• The PPS will NOT be responsible for assessing the patient via PAM(R) survey.</li> <li>• PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes.</li> <li>• Provide member engagement lists to relevant insurance companies (for NU &amp; LU populations) on a monthly basis, as well as to DOH on a quarterly basis.</li> </ul>										
<p><b>Task</b> Performance measurement reports established, including but not limited to:</p> <ul style="list-style-type: none"> <li>- Number of patients screened, by engagement level</li> <li>- Number of clinicians trained in PAM(R) survey implementation</li> <li>- Number of patient: PCP bridges established</li> <li>- Number of patients identified, linked by MCOs to which they are associated</li> <li>- Member engagement lists to relevant insurance companies (for NU &amp; LU populations) on a monthly basis</li> <li>- Member engagement lists to DOH (for NU &amp; LU populations) on a monthly basis</li> <li>- Annual report assessing individual member and the overall cohort's level of engagement</li> </ul>										
<p><b>Task</b> M1:1. AMCH PMO, in collaboration with overlapping PPSs, will provide a "Train-the-Trainer" PAM workshop.</p>										
<p><b>Task</b> M1:2. AMCH PMO will utilize performance measurement reports to determine the number of patients screened by engagement level. Patient status will be collected and, if UI, NU, or LU, assess and score the patient using PAM.</p>										
<p><b>Task</b> M1:3. AMCH PMO will establish benchmarks based on annually calculated assessment scores averaged for the cohort. The cohorts will be followed for the entirety of the DSRIP program.</p>										
<p><b>Task</b> M1:4. AMCH PMO will assess individual members' level of engagement with the goal of moving individual members to a higher activation level.</p>										
<p><b>Task</b> M1:5. AMCH PMO will provide contact information to appropriate MCOs related to beneficiaries who complete a PAM evaluation. The AMCH PMO will provide engagement lists for NU and LU to the MCOs on a monthly basis. This information will be provided to the DOH on a quarterly basis.</p>										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:6. AMCH PMO will utilize performance measures to provide annual reports assessing individual members and the overall cohort's level of engagement.										
<b>Milestone #10</b> Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.										
<b>Task</b> Volume of non-emergent visits for UI, NU, and LU populations increased.										
<b>Task</b> M1:1. AMCH PMO will evaluate ED utilization for NU, LU, and UI population attributed to the provider network.										
<b>Task</b> M1:2. AMCH PMO will work with designated patient navigators, care coordinators, and CBOs to educate targeted patients about alternatives to ED usage.										
<b>Task</b> M1:3. AMCH PMO will track UI, NU, and LU targeted populations to longitudinally assess alternative healthcare system use over the life of the DSRIP project.										
<b>Task</b> M1:4. Reports will be generated regarding utilization of non-emergent services in comparison to baseline data for the target population annually.										
<b>Milestone #11</b> Contract or partner with CBOs to develop a group of community navigators who are trained in connectivity to healthcare coverage, community healthcare resources (including for primary and preventive services) and patient education.										
<b>Task</b> Community navigators identified and contracted.	68	68	68	68	68	68	68	68	68	68
<b>Task</b> Community navigators trained in connectivity to healthcare coverage and community healthcare resources, (including primary and preventive services), as well as patient education.	68	68	68	68	68	68	68	68	68	68
<b>Task</b> M1:1. AMCH PMO will work with CBOs and other participating providers to identify and develop a team of community navigators to be trained in their region. These community navigators will have ties to their communities and basic knowledge of community resources.										
<b>Task</b> M1:2. AMCH PMO will execute participation agreements with CBOs to develop a group of community navigators as identified in metric 1, step 1.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:1. AMCH PMO, in collaboration with the WCC and workforce training vendor, will select community navigator training materials specific to linkages for healthcare and community healthcare resources. This training will be implemented, evaluated, and provided to appropriate staff on an annual basis.										
<b>Milestone #12</b> Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.										
<b>Task</b> Policies and procedures for customer service complaints and appeals developed.										
<b>Task</b> M1:1. AMCH PMO will develop patient complaint and grievance policies, which will be reviewed and approved by the PAC prior to network-wide implementation. Drafts of these policies and procedures will also be reviewed by consumer focus groups facilitated by the CCAC.										
<b>Task</b> M1:2. The approved policies will be posted to the website, as well as presented at community forums, to clarify steps in the process and educate both patients and the community at large in terms of how to submit and what to expect.										
<b>Milestone #13</b> Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).										
<b>Task</b> List of community navigators formally trained in the PAM(R).	68	68	68	68	68	68	68	68	68	68
<b>Task</b> M1:1. AMCH PMO will work with PPS partners to identify representatives in each hub who will serve as community navigators and be trained in PAM.										
<b>Task</b> M1:2. AMCH PMO, in collaboration with Insignia and approved Train-the-Trainers, will utilize the PAM tool and conduct training to assist community navigators in patient activation and education. A list of all navigators formally trained in PAM will be maintained by the PMO and will be available upon request.										
<b>Milestone #14</b> Ensure direct hand-offs to navigators who are prominently placed at "hot spots," partnered CBOs, emergency departments, or community events, so as to facilitate education regarding health insurance coverage, age-appropriate primary and preventive healthcare services and resources.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Community navigators prominently placed (with high visibility) at appropriate locations within identified "hot spot" areas.	60	68	68	68	68	68	68	68	68	68
<b>Task</b> M1:1. AMCH PMO will utilize the CNA to identify "hot spot" areas to assign navigators, as well as to identify various community events, health fairs, and high utilization EDs. 6										
<b>Task</b> M1:2. Based on the identification of hot-spots, community events, and fairs, AMCH PMO will direct contracted CBOs to place navigators at these facilities and events to provide education to eligible individuals regarding the availability of health insurance coverage.										
<b>Task</b> M1:3. AMCH PMO will provide culturally appropriate materials to community navigators to assist in a standardized approach to educate eligible individuals, and link them to insurance as appropriate. The CBOs and navigators will provide reports on the number of individuals engaged and referred.										
<b>Milestone #15</b> Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.										
<b>Task</b> Navigators educated about insurance options and healthcare resources available to populations in this project.										
<b>Task</b> M1:1. AMCH PMO, in collaboration with the WCC and workforce training vendor, will select community navigator training materials specific to insurance options and health resources available. This training will be implemented, evaluated, and provided to appropriate staff on an annual basis. In addition, AMCH PMO will provide culturally appropriate materials to the community navigators to assist in a standardized approach to educate eligible individuals, and link them to insurance as appropriate.										
<b>Milestone #16</b> Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.										
<b>Task</b> Timely access for navigator when connecting members to services.										
<b>Task</b> M1:1. AMCH PMO will work with participating providers to develop policies and procedures to ensure appropriate and timely access for navigators connecting patients to services.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:2. Based on the approved policies and procedures, navigators will be connected to appropriate staff at service locations to obtain primary and preventative care services for community members.										
<b>Task</b> M1:3. Contractual agreements will include evaluation criteria that allow for navigator feedback and specific reporting requirements to enable the PMO to determine adequacy of staffing, training needs, caseload ratios, and related items as identified for this project.										
<b>Milestone #17</b> Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, to track all patients engaged in the project.										
<b>Task</b> PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective patient registry and population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems and patient registries.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of patients in registries as appropriate.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the registries and population health platforms.										
<b>Task</b> M1:5. Utilize the population health IT vendor to support the needs of the PPS and individual organizations/practices to track their registered patients.										
<b>Task</b> M1:6. Following quality improvement protocols, such as PDSA, evaluate clinical outcomes of patients in the registries and adjust clinical protocols and work flows as needed to improve outcomes.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Contract or partner with community-based organizations (CBOs) to engage target populations using PAM(R) and other patient activation techniques. The PPS must provide oversight and ensure that engagement is sufficient and appropriate.	
Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.	
Identify UI, NU, and LU "hot spot" areas (e.g., emergency rooms). Contract or partner with CBOs to perform outreach within the identified "hot spot" areas.	
Survey the targeted population about healthcare needs in the PPS' region.	
Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.	
Obtain list of PCPs assigned to NU and LU enrollees from MCOs. Along with the member's MCO and assigned PCP, reconnect beneficiaries to his/her designated PCP (see outcome measurements in #10). <ul style="list-style-type: none"> <li>• This patient activation project should not be used as a mechanism to inappropriately move members to different health plans and PCPs, but rather, shall focus on establishing connectivity to resources already available to the member.</li> <li>• Work with respective MCOs and PCPs to ensure proactive outreach to beneficiaries. Sufficient information must be provided regarding insurance coverage, language resources, and availability of primary and preventive care services. The state must review and approve any educational materials, which must comply with state marketing guidelines and federal regulations as outlined in 42 CFR §438.104.</li> </ul>	
Baseline each beneficiary cohort (per method developed by state) to appropriately identify cohorts using PAM(R) during the first year	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

<b>Milestone Name</b>	<b>Narrative Text</b>
of the project and again, at set intervals. Baselines, as well as intervals towards improvement, must be set for each cohort at the beginning of each performance period.	
Include beneficiaries in development team to promote preventive care.	
Measure PAM(R) components, including: <ul style="list-style-type: none"> <li>• Screen patient status (UI, NU and LU) and collect contact information when he/she visits the PPS designated facility or "hot spot" area for health service.</li> <li>• If the beneficiary is UI, does not have a registered PCP, or is attributed to a PCP in the PPS' network, assess patient using PAM(R) survey and designate a PAM(R) score.</li> <li>• Individual member's score must be averaged to calculate a baseline measure for that year's cohort.</li> <li>• The cohort must be followed for the entirety of the DSRIP program.</li> <li>• On an annual basis, assess individual members' and each cohort's level of engagement, with the goal of moving beneficiaries to a higher level of activation.               <ul style="list-style-type: none"> <li>• If the beneficiary is deemed to be LU &amp; NU but has a designated PCP who is not part of the PPS' network, counsel the beneficiary on better utilizing his/her existing healthcare benefits, while also encouraging the beneficiary to reconnect with his/her designated PCP.</li> </ul> </li> <li>• The PPS will NOT be responsible for assessing the patient via PAM(R) survey.</li> <li>• PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes.</li> <li>• Provide member engagement lists to relevant insurance companies (for NU &amp; LU populations) on a monthly basis, as well as to DOH on a quarterly basis.</li> </ul>	
Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.	
Contract or partner with CBOs to develop a group of community navigators who are trained in connectivity to healthcare coverage, community healthcare resources (including for primary and preventive services) and patient education.	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.	
Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).	
Ensure direct hand-offs to navigators who are prominently placed at "hot spots," partnered CBOs, emergency departments, or community events, so as to facilitate education regarding health insurance coverage, age-appropriate primary and preventive healthcare services and resources.	
Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.	
Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.	
Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, to track all patients engaged in the project.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Ongoing	
Milestone #9	Pass & Ongoing	
Milestone #10	Pass & Ongoing	
Milestone #11	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #12</b>	Pass & Ongoing	
<b>Milestone #13</b>	Pass & Ongoing	
<b>Milestone #14</b>	Pass & Ongoing	
<b>Milestone #15</b>	Pass & Ongoing	
<b>Milestone #16</b>	Pass & Ongoing	
<b>Milestone #17</b>	Pass & Ongoing	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.d.i.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 2.d.i.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

Project 3.a.i – Integration of primary care and behavioral health services

IPQR Module 3.a.i.1 - Major Risks to Implementation and Mitigation Strategies

Instructions :

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

Risks for this project fall into three categories: logistical, financial/regulatory and organizational. The logistical risk relates to resource availability, including availability of clinical, counseling and office space, equipment, pharmacy resources, staff, IT, and materials. This project is dependent on these logistical resources in ways that others are not. The financial/regulatory risk relates to the need to create contracts with MCO's, to support payment for services, such as SBIRT and BH screenings. Alternative payment models for integrated care must be created allowing for co-located models in a VBP setting. For model 1, relevant staff will complete OASAS approved SBIRT training. Article 28 clinics will secure waivers allowing psychotherapy services by licensed practitioners. For Model 2, Article 31 clinical service providers will be required to secure waivers allowing on-site preventive, evaluation and management services. Model 3's will have to contract with a psychiatrist(s) to reflect consultation services. Article 28 clinics, allow individual and group psychotherapy services by licensed mental health practitioners, including clinical social workers. Lastly, BH staff must meet regulations required to Depression CM's including training on assessment, engagement, psychoeducational, and brief psychotherapeutic modalities as part of IMPACT. The third risk relates to organizational challenges. Changes to EHRs, new relationships and risks are inevitable for all models. Model 1 organizations will execute collaborative agreements with at least one outpatient specialty MH and outpatient SU treatment to extend services beyond on-site scope. Agreements will include access to care standards for referred patients, follow-up report standards, etc. Model 2 organizations will develop a collaborative agreement with specialty providers to address conditions beyond their on-site scope.

EHR will expand in decision support and pathways of care; Model 1 will expand to consider positive screenings for BH conditions, Model 2 will expand to include positive screenings for physical health conditions. Also, consulting agreements will be executed between PCMH and a consulting psychiatrist to provide the clinical and supervisory services described in the model. Similar agreements will be made with outpatient specialty mental health providers.

To mitigate these risks, the AMCH PMO and PPS will:

The Clinical Quality Affairs Committee (CQAC) led by the DSRIP Medical Director will create process and procedures to integrate providers.

Workforce training vendors will provide resources for additional or new responsibilities. Working collaboratively with local NP, PA, social work, and psych program schools, behavioral health (BH) intern opportunities will be encouraged with job opportunities. Client-facing staff in all models will complete training on the new basic health challenges. This will include implementation of U.S. Preventative Services Task Force recommended screenings into clinical policy.

Model 3 risks are rooted in workflow changes and skill-set expansion. IMPACT combines a Care Manager (CM) and Consulting Psychiatrist to support the PCP, producing unique workflow risks. To prepare, providers will complete training on IMPACT and prescribing standards for basic psychotropic medications. Furthermore, relationships with the consulting psychiatrist will be established with primary care providers (PCP) to consult on complex cases. A similar relationship could be bridged with an Addiction Medicine specialist. Also, CM's and other staff must receive training on MDD symptomology, physiological effects, treatment options, self-management support, and Problem-Solving Treatment in PC.

Eventually evidence-based protocols will be disseminated throughout organizations for universal screening of all patients with depression using PHQ-2.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.i.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY3,Q4	38,269

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	4,685	200.21%	-2,345	12.24%

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
mcintyc	Report(s)	1_null_1_2_20151030142254_AMCH 3.A.I FINAL FOR MAPP UPLOAD.xlsx	AMCH PPS 3.A.I Patient Engagement Speed	10/30/2015 02:23 PM

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.i.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Co-locate behavioral health services at primary care practice sites. All participating primary care practices must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.	Model 1	Project	N/A	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards by the end of DY3.		Provider	Practitioner - Primary Care Provider (PCP)	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Behavioral health services are co-located within PCMH/APC practices and are available.		Provider	Mental Health	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.		Project		In Progress	10/19/2015	09/30/2017	10/19/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQAC Level 3 PCMH recognition or APCM.		Project		In Progress	04/01/2016	09/30/2017	04/01/2016	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the financial, technical and operational support needed to assure successful recognition by DY3.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQAC Level 3 certified or APCM.		Project		In Progress	12/07/2015	09/30/2017	12/07/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Track site specific certification to assure all participating safety-net providers become Level 3 PCMH certified or APCM.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee.		Project		In Progress	10/19/2015	09/30/2017	10/19/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M2:2. Perform an assessment of participating practitioners' current behavioral health service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:3. Educate leadership within each organization participating in project of the benefits of co-located behavioral health services within a primary care setting.		Project		In Progress	10/26/2015	09/30/2017	10/26/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M2:4. PCMH/BH sub-committee to develop evidence-based best practice models for co-locating behavioral health services in a primary care setting.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M2:5. Perform gap analysis and identify key priorities to successful completion of co-located services.										
<b>Task</b> M2:6. Create a list of BH service providers available for co-location including BH organizations willing to establish partnership arrangements.		Project		In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M2:7. Develop alliances between BH service providers and primary care sites and, if required, complete written agreements between BH service providers and primary care sites.		Project		In Progress	10/05/2015	03/31/2016	10/05/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:8. AMCH PMO will assist participating practitioners with obtaining the necessary waivers, licensure, and/or certification to provide the additional on-site services.		Project		In Progress	10/05/2015	03/31/2016	10/05/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:9. MCOs will be engaged to ensure payment mechanisms are in place for co-location of services.		Project		In Progress	11/23/2015	03/31/2016	11/23/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:10. Develop an implementation work plan that addresses initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:11. Provide support, trainings, resources and education to participating providers as needed to ensure successful implementation of co-located behavioral health services.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:12. Provide training for all staff, including client-facing administrative staff, on the new protocols and their roles and responsibilities with respect to screening and treatment of behavioral health and physical health conditions, consistent with scope of practice and licensure.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:13. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:14. Participating practitioners to develop protocols for		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M2:15. Monitor progress towards completion of co-located services, as well as sustainability by PMO.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #2</b> Develop collaborative evidence-based standards of care including medication management and care engagement process.	Model 1	Project	N/A	In Progress	11/16/2015	03/31/2017	11/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices.		Project		In Progress	11/16/2015	03/31/2017	11/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Coordinated evidence-based care protocols are in place, including medication management and care engagement processes.		Project		In Progress	11/16/2015	03/31/2017	11/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Establish regularly scheduled meetings with leadership from participating providers to develop best practice protocols.		Project		In Progress	11/16/2015	03/31/2016	11/16/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:2. Assist with identification of key team members needed at formal meetings who will assist with assigning roles and responsibilities for practice specific implementation and action plans to engage behavioral health specialists		Project		In Progress	11/16/2015	12/31/2015	11/16/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Finalize collaborative care practices, reviewed and approved by the Clinical and Quality Affairs Committee (CQAC).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. As a contractual requirement, participating providers will implement, at the minimum, weekly interdisciplinary team huddles to review current list of patients and ongoing development of team approach. Every other week interdisciplinary team meetings will focus on case consultation (at least monthly) and overall development of team approach.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:1. BH/PCMH sub-committee will review established evidence-based guidelines and protocols for BH co-location including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.		Project		In Progress	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:2. Participating practices will develop site specific operational policies and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Develop and implement evidence-based care protocols, to include, managing positive screenings including follow-up assessment, crisis/high risk response plan, and treatment.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.	Model 1	Project	N/A	In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Policies and procedures are in place to facilitate and document completion of screenings.		Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Screenings are documented in Electronic Health Record.		Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).		Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in		Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Electronic Health Record.										
<b>Task</b> M1:1. Develop protocols for universal screening for behavioral health conditions using evidence-based tools, including, at a minimum, use of PHQ-2 for depression and SBIRT screening tool for alcohol use.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1: 2. Finalize policies and procedures to facilitate and document completion of the above screenings. These policies and procedures will be reviewed and approved by CQAC.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Policies will be disseminated for implementation. Technical assistance will be provided for participating providers to facilitate implementation based on gap analysis of current state and future implementation state.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Monitor outcomes and sustainability of implemented screening protocols by PMO.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Ensure a policy is established and implemented for timely documentation of screenings in the electronic health record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Ensure timely and accurate documentation in the electronic health record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M3:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Ensure implementation of approved process for		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
ongoing screenings.										
<b>Task</b> M3:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:1. Assess participating providers' current procedures for managing patients who receive a positive screening.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M4:2. Create and finalize policies on implementing "warm transfers" for patients who have a positive screening.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:3. Provide education/training as needed by sub-committee to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:4. Implement "warm transfer" policies and procedures, as well as instructions on appropriate documentation in the electronic health record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:5. Monitor outcomes and sustainability of implemented "warm transfer" protocols.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Use EHRs or other technical platforms to track all patients engaged in this project.	Model 1	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.		Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:3. Technical support provided by PCMH sub-committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Education/Training provided as needed to participating providers on how to utilize the technical platform.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Sub-committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Implement CQAC's policy to track outcomes and monitor progress.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Co-locate primary care services at behavioral health sites.	Model 2	Project	N/A	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH or Advanced Primary Care Model Practices by the end of DY3.		Provider	Practitioner - Primary Care Provider (PCP)	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Primary care services are co-located within behavioral Health practices and are available.		Provider	Practitioner - Primary Care Provider (PCP)	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Primary care services are co-located within behavioral Health practices and are available.		Provider	Mental Health	In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.		Project		In Progress	10/19/2015	09/30/2017	10/19/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQAC Level 3 PCMH recognition or APCM.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4 Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQAC Level 3 certified or APCM.		Project		In Progress	12/07/2015	12/31/2015	12/07/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY3.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Track site specific certification to assure all		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
participating safety-net providers become NCQA Level 3 PCMH certified or APCM.										
<b>Task</b> M2:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee.		Project		In Progress	10/19/2015	09/30/2017	10/19/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M2:2. Perform an assessment of participating practitioners' current behavioral health and primary care service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:3. Educate leadership within each organization participating in the project about the benefits of co-located primary care services within a behavioral health service setting.		Project		In Progress	10/26/2015	09/30/2017	10/26/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M2:4. BH/PCMH sub-committees to develop evidence-based best practice models for co-locating primary care services in a behavioral health service setting.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Perform gap analysis and identify key priorities to successful completion of co-located services.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Create a list of primary care service providers available for co-location including primary care service organizations willing to establish partnership arrangement.		Project		In Progress	09/28/2015	09/30/2017	09/28/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M2:7. Develop alliances between BH service providers and primary care sites and, if required, complete written agreements between BH service providers and primary care sites.		Project		In Progress	10/05/2015	03/31/2016	10/05/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:8. Ensure that the participating practitioners have obtained the necessary waivers, licensure, and/or certification to provide the additional on-site services.		Project		In Progress	10/05/2015	03/31/2016	10/05/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:9. MCOs will be engaged to ensure payment mechanisms are in place for co-location of services.		Project		In Progress	11/23/2015	03/31/2016	11/23/2015	03/31/2016	03/31/2016	DY1 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:10. Develop an implementation work plan that addresses; initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:11. Provide support, trainings, resources and education to participating providers as needed to ensure successful completion of co-located primary care services.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:12. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:13. Ensure all client-facing staff complete training on chronic illness management including common physical health medications, preventive care, and chronic conditions.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:14. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:15. Ensure that the primary care service space has been appropriately outfitted for compliance with NYS regulations and associated waivers.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:16. Monitor progress towards completion of co-located services, as well as sustainability by PMO.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #6</b> Develop collaborative evidence-based standards of care including medication management and care engagement process.	Model 2	Project	N/A	In Progress	11/16/2015	03/31/2017	11/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices.		Project		In Progress	11/16/2015	03/31/2017	11/16/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Coordinated evidence-based care protocols are in place, including a medication management and care engagement process.		Project		In Progress	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:1. Establish regularly scheduled meetings with leadership from participating providers to develop best practice protocols.		Project		In Progress	11/16/2015	03/31/2016	11/16/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:2. Assist with identification of key team members needed at formal meetings who will assist with assigning roles and responsibilities for practice specific implementation and action plans to engage primary care specialists.		Project		In Progress	11/16/2015	12/31/2015	11/16/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Finalize collaborative care practices, reviewed and approved by the Clinical and Quality Affairs Committee (CQAC).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. As a contractual requirement, participating providers will implement, at the minimum, weekly interdisciplinary team huddles to review current list of patients and ongoing development of team approach. Every other week interdisciplinary team meetings will focus on case consultation (at least monthly) and overall development of team approach.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. BH/PCMH sub-committees will review established evidence-based guidelines and protocols for primary care co-location including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.		Project		In Progress	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M2:2. Participating practices will develop site specific operational polices and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Develop and implement protocols for screening, assessment, crisis/high risk response plan, and treatment including development of an integrated care plan, follow-		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
up, and management for at least one target condition (e.g., diabetes, hypertension, obesity, chronic pain).										
<b>Task</b> M2:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #7</b> Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.	Model 2	Project	N/A	In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Screenings are conducted for all patients. Process workflows and operational protocols are in place to implement and document screenings.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> Screenings are documented in Electronic Health Record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).		Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in Electronic Health Record.		Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Develop and implement protocols for universal screening for behavioral health conditions using evidence-based tools, including, at a minimum, use of PHQ-2 for depression and SBIRT screening tool for alcohol use.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Develop and implement clinic policies and procedures to reflect U.S. Preventive Services Task Force recommended screenings for all appropriate patients.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Provide training for all staff, including client-facing administrative staff, on the new workflows and operational protocols and their roles and responsibilities with respect to		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
screening and treatment of behavioral health and physical health conditions consistent with scope of practice and licensure.										
<b>Task</b> M1:4. Monitor outcomes and sustainability of implemented screening protocols by PMO.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Ensure a policy is established and implemented for timely documentation of screenings in the electronic health record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Ensure timely and accurate documentation in the electronic health record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M3:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Ensure implementation of approved process for ongoing screenings.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:1. Assess participating providers' current procedures for managing patients who receive a positive screening.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M4:2. Create and finalize policies on implementing "warm transfers" for patients who have a positive screening.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:3. Provide education/training as needed by sub-		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
committee to ensure success.										
<b>Task</b> M4:4. Implement "warm transfer" policies and procedures, as well as instructions on appropriate documentation in the electronic health record.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:5. Monitor outcomes and sustainability of implemented "warm transfer" protocols.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Use EHRs or other technical platforms to track all patients engaged in this project.	Model 2	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.		Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Technical support provided by PCMH sub-committee as needed.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Education/Training provided as needed to		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
participating providers on how to utilize the technical platform.										
<b>Task</b> M2:4. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Sub committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Implement CQAC's policy to track outcomes and monitor progress.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #9</b> Implement IMPACT Model at Primary Care Sites.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> PPS has implemented IMPACT Model at Primary Care Sites.		Provider	Practitioner - Primary Care Provider (PCP)	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee to guide the implementation of IMPACT Model at participating primary care sites.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Perform an assessment of participating practitioners' current behavioral health and primary care service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Educate leadership and clinicians within each organization participating in project of the benefits of IMPACT model.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. BH/PCMH sub-committees to develop evidence-based best practice models for implementing IMPACT model at primary care settings.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Ensure that the participating practitioners have		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
obtained the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M1:6. Work with Managed Care Organizations to facilitate adequate reimbursement for treatment interventions that are required elements of collaborative care models. These financial agreements may include fee-for-service, case rate, and pay-for-performance reimbursement schemes.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Develop an implementation work plan that addresses initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:10. Monitor provider transformation sustainability and outcomes with implementation of IMPACT Model by the Project Management Office (PMO).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #10</b> Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> Coordinated evidence-based care protocols are in place, including a medication management and care engagement process to facilitate collaboration between primary care physician and care manager.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> Policies and procedures include process for consulting with Psychiatrist.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:1. BH/PCMH sub-committee will review established		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
evidence-based guidelines and protocols for the depression care management using the IMPACT model including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.										
<b>Task</b> M1:2. Participating practices will develop site specific operational policies and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Develop and implement evidence-based care protocols for operationalizing IMPACT model, to include, follow-up assessment, crisis/high risk response plan, and treatment.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Sub-committee will assess current participating providers best-practices to begin to formulate implementable policies and procedures for psychiatrist consultation.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Develop draft evidence-based policies and procedures for consulting with a psychiatrist.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Finalize policies, procedures and protocols with approval by the CQAC.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. In collaboration with WCC, ensure appropriate staff are provided education, training and resources as needed for successful implementation of policies and procedures.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Implement policies, procedures and protocols for successful consultation with psychiatrist.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:6. Monitor outcomes of developed policies, procedures and protocol and update as needed.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #11</b> Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> PPS identifies qualified Depression Care Manager (can be a nurse, social worker, or psychologist) as identified in Electronic Health Records.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> Depression care manager meets requirements of IMPACT model, including coaching patients in behavioral activation, offering course in counseling, monitoring depression symptoms for treatment response, and completing a relapse prevention plan.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:1 Identify qualified staff member to serve as DCM and be identified as such in the Electronic Health Record (E.H.R.).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. In collaboration with WCC, establish job description of DCM as defined by IMPACT model.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Evaluate clinical competency of the DCMs to ensure that standards of the IMPACT model are met. In collaboration with the WCC, develop training protocols and procedures for DCM role to ensure they are efficient in all required IMPACT interventions.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Provide training to DCM on Major Depressive Disorder symptomatology, physiologic effects, and biopsychosocial cycle; treatment options including antidepressant medications (basics of dosing and side effects), Cognitive-Behavioral Therapy, and Interpersonal Therapy; self-management support through education, behavioral activation, Problem-Solving Treatment in Primary Care (PST-PC) and motivational interviewing (MI).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:4. Continuously monitor and re-evaluate the effectiveness of the individual/individuals in the DCM position to ensure that the requirements of IMPACT model continue to be met into the future.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #12</b> Designate a Psychiatrist meeting requirements of the IMPACT Model.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> All IMPACT participants in PPS have a designated Psychiatrist.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:1. Establish contract or employment agreement with participating Psychiatrists to provide the clinical and supervisory services described in the IMPACT model.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Provide assistance with resources for successful training/hiring of designated psychiatrists to ensure they are able to adequately perform the requirements of the position as created in Milestone 12; metric1; step 1.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Continuously monitor and evaluate the availability of psychiatrists to adequately perform the requirements of the model.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #13</b> Measure outcomes as required in the IMPACT Model.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Project Model Name</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Ensure implementation of approved process for ongoing screenings.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #14</b> Provide "stepped care" as required by the IMPACT Model.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> In alignment with the IMPACT model, treatment is adjusted based on evidence-based algorithm that includes evaluation of patient after 10-12 weeks after start of treatment plan.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. Draft protocols to adjust treatment according to evidence-based algorithm if a patient is not improving, including a patient evaluation 10-12 weeks after the start of the treatment plan.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Implement protocols related to patient evaluation at the 10-12 week mark after treatment plan approval by the CQAC.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 3. Monitor outcomes to ensure success and ongoing sustainability of protocols.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #15</b> Use EHRs or other technical platforms to track all patients engaged in this project.	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Technical support provided by PCMH sub-committee as needed.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.		Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Workflow and registries are created to track and trend PHQ-9 scores.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Education/Training provided as needed to participating providers on how to utilize the technical platform.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Sub committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:7. Implement CQAC's policy to track outcomes and monitor progress.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Milestone #1</b> Co-locate behavioral health services at primary care practice sites. All participating primary care practices must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards by the end of DY3.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> Behavioral health services are co-located within PCMH/APC practices and are available.	0	0	0	0	0	0	0	0	0	54
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQAC Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQAC Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
transformation.										
<b>Task</b> M1:9. Track site specific certification to assure all participating safety-net providers become Level 3 PCMH certified or APCM.										
<b>Task</b> M2:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee.										
<b>Task</b> M2:2. Perform an assessment of participating practitioners' current behavioral health service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.										
<b>Task</b> M2:3. Educate leadership within each organization participating in project of the benefits of co-located behavioral health services within a primary care setting.										
<b>Task</b> M2:4. PCMH/BH sub-committee to develop evidence-based best practice models for co-locating behavioral health services in a primary care setting.										
<b>Task</b> M2:5. Perform gap analysis and identify key priorities to successful completion of co-located services.										
<b>Task</b> M2:6. Create a list of BH service providers available for co-location including BH organizations willing to establish partnership arrangements.										
<b>Task</b> M2:7. Develop alliances between BH service providers and primary care sites and, if required, complete written agreements between BH service providers and primary care sites.										
<b>Task</b> M2:8. AMCH PMO will assist participating practitioners with obtaining the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M2:9. MCOs will be engaged to ensure payment mechanisms are in place for co-location of services.										
<b>Task</b> M2:10. Develop an implementation work plan that addresses initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.										
<b>Task</b> M2:11. Provide support, trainings, resources and education to participating providers as needed to ensure successful implementation of co-located behavioral health services.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:12. Provide training for all staff, including client-facing administrative staff, on the new protocols and their roles and responsibilities with respect to screening and treatment of behavioral health and physical health conditions, consistent with scope of practice and licensure.										
<b>Task</b> M2:13. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.										
<b>Task</b> M2:14. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M2:15. Monitor progress towards completion of co-located services, as well as sustainability by PMO.										
<b>Milestone #2</b> Develop collaborative evidence-based standards of care including medication management and care engagement process.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices.										
<b>Task</b> Coordinated evidence-based care protocols are in place, including medication management and care engagement processes.										
<b>Task</b> M1:1. Establish regularly scheduled meetings with leadership from participating providers to develop best practice protocols.										
<b>Task</b> M1:2. Assist with identification of key team members needed at formal meetings who will assist with assigning roles and responsibilities for practice specific implementation and action plans to engage behavioral health specialists										
<b>Task</b> M1:3. Finalize collaborative care practices, reviewed and approved by the Clinical and Quality Affairs Committee (CQAC).										
<b>Task</b> M1:4. As a contractual requirement, participating providers will implement, at the minimum, weekly interdisciplinary team huddles to review current list of patients and ongoing development of team approach. Every other week interdisciplinary team meetings will focus on case consultation (at least monthly) and overall development of team approach.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:1. BH/PCMH sub-committee will review established evidence-based guidelines and protocols for BH co-location including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.										
<b>Task</b> M2:2. Participating practices will develop site specific operational policies and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).										
<b>Task</b> M2:3. Develop and implement evidence-based care protocols, to include, managing positive screenings including follow-up assessment, crisis/high risk response plan, and treatment.										
<b>Task</b> M2:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.										
<b>Milestone #3</b> Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.										
<b>Task</b> Policies and procedures are in place to facilitate and document completion of screenings.										
<b>Task</b> Screenings are documented in Electronic Health Record.										
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).										
<b>Task</b> Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in Electronic Health Record.	0	0	0	0	0	0	0	0	53	53
<b>Task</b> M1:1. Develop protocols for universal screening for behavioral health conditions using evidence-based tools, including, at a minimum, use of PHQ-2 for depression and SBIRT screening tool for alcohol use.										
<b>Task</b> M1: 2. Finalize policies and procedures to facilitate and document completion of the above screenings. These policies and procedures will be reviewed and approved by CQAC.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:3. Policies will be disseminated for implementation. Technical assistance will be provided for participating providers to facilitate implementation based on gap analysis of current state and future implementation state.										
<b>Task</b> M1:4. Monitor outcomes and sustainability of implemented screening protocols by PMO.										
<b>Task</b> M2:1. Ensure a policy is established and implemented for timely documentation of screenings in the electronic health record.										
<b>Task</b> M2:2. Ensure timely and accurate documentation in the electronic health record.										
<b>Task</b> M3:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.										
<b>Task</b> M3:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.										
<b>Task</b> M3:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.										
<b>Task</b> M3:4. Ensure implementation of approved process for ongoing screenings.										
<b>Task</b> M3:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.										
<b>Task</b> M4:1. Assess participating providers' current procedures for managing patients who receive a positive screening.										
<b>Task</b> M4:2. Create and finalize policies on implementing "warm transfers" for patients who have a positive screening.										
<b>Task</b> M4:3. Provide education/training as needed by sub-committee to ensure success.										
<b>Task</b> M4:4. Implement "warm transfer" policies and procedures, as well as instructions on appropriate documentation in the electronic health record.										
<b>Task</b> M4:5. Monitor outcomes and sustainability of implemented "warm transfer" protocols.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Milestone #4</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.										
<b>Task</b> M1:3. Technical support provided by PCMH sub-committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.										
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.										
<b>Task</b> M2:3. Education/Training provided as needed to participating providers on how to utilize the technical platform.										
<b>Task</b> M2:4. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.										
<b>Task</b> M2:5. Sub-committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.										
<b>Task</b> M2:6. Implement CQAC's policy to track outcomes and monitor progress.										
<b>Milestone #5</b> Co-locate primary care services at behavioral health sites.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH or Advanced Primary Care Model Practices by the end of DY3.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> Primary care services are co-located within behavioral Health practices and are available.	0	0	0	0	0	0	0	0	53	53
<b>Task</b> Primary care services are co-located within behavioral Health practices and are available.	0	0	0	0	0	0	0	0	0	54
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQAC Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M1:4 Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQAC Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY3.										
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:9. Track site specific certification to assure all participating safety-net providers become NCQA Level 3 PCMH certified or APCM.										
<b>Task</b> M2:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee.										
<b>Task</b> M2:2. Perform an assessment of participating practitioners' current behavioral health and primary care service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.										
<b>Task</b> M2:3. Educate leadership within each organization participating in the project about the benefits of co-located primary care services within a behavioral health service setting.										
<b>Task</b> M2:4. BH/PCMH sub-committees to develop evidence-based best practice models for co-locating primary care services in a behavioral health service setting.										
<b>Task</b> M2:5. Perform gap analysis and identify key priorities to successful completion of co-located services.										
<b>Task</b> M2:6. Create a list of primary care service providers available for co-location including primary care service organizations willing to establish partnership arrangement.										
<b>Task</b> M2:7. Develop alliances between BH service providers and primary care sites and, if required, complete written agreements between BH service providers and primary care sites.										
<b>Task</b> M2:8. Ensure that the participating practitioners have obtained the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M2:9. MCOs will be engaged to ensure payment mechanisms are in place for co-location of services.										
<b>Task</b> M2:10. Develop an implementation work plan that addresses; initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.										
<b>Task</b> M2:11. Provide support, trainings, resources and education to participating providers as needed to ensure successful completion of co-located primary care services.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

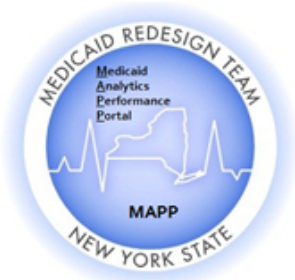
**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:12. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.										
<b>Task</b> M2:13. Ensure all client-facing staff complete training on chronic illness management including common physical health medications, preventive care, and chronic conditions.										
<b>Task</b> M2:14. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M2:15. Ensure that the primary care service space has been appropriately outfitted for compliance with NYS regulations and associated waivers.										
<b>Task</b> M2:16. Monitor progress towards completion of co-located services, as well as sustainability by PMO.										
<b>Milestone #6</b> Develop collaborative evidence-based standards of care including medication management and care engagement process.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices.										
<b>Task</b> Coordinated evidence-based care protocols are in place, including a medication management and care engagement process.										
<b>Task</b> M1:1. Establish regularly scheduled meetings with leadership from participating providers to develop best practice protocols.										
<b>Task</b> M1:2. Assist with identification of key team members needed at formal meetings who will assist with assigning roles and responsibilities for practice specific implementation and action plans to engage primary care specialists.										
<b>Task</b> M1:3. Finalize collaborative care practices, reviewed and approved by the Clinical and Quality Affairs Committee (CQAC).										
<b>Task</b> M1:4. As a contractual requirement, participating providers will implement, at the minimum, weekly interdisciplinary team huddles to review current list of patients and ongoing development of team approach. Every other week										

**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**



<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>	
interdisciplinary team meetings will focus on case consultation (at least monthly) and overall development of team approach.											
<b>Task</b> M2:1. BH/PCMH sub-committees will review established evidence-based guidelines and protocols for primary care co-location including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.											
<b>Task</b> M2:2. Participating practices will develop site specific operational polices and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).											
<b>Task</b> M2:3. Develop and implement protocols for screening, assessment, crisis/high risk response plan, and treatment including development of an integrated care plan, follow-up, and management for at least one target condition (e.g., diabetes, hypertension, obesity, chronic pain).											
<b>Task</b> M2:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.											
<b>Milestone #7</b> Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.											
<b>Task</b> Screenings are conducted for all patients. Process workflows and operational protocols are in place to implement and document screenings.											
<b>Task</b> Screenings are documented in Electronic Health Record.											
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).											
<b>Task</b> Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in Electronic Health Record.	0	0	0	0	0	0	0	57	82	97	180
<b>Task</b> M1:1. Develop and implement protocols for universal screening for behavioral health conditions using evidence-based tools, including, at a minimum, use of PHQ-2 for depression and SBIRT											



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
screening tool for alcohol use.										
<b>Task</b> M1:2. Develop and implement clinic policies and procedures to reflect U.S. Preventive Services Task Force recommended screenings for all appropriate patients.										
<b>Task</b> M1:3. Provide training for all staff, including client-facing administrative staff, on the new workflows and operational protocols and their roles and responsibilities with respect to screening and treatment of behavioral health and physical health conditions consistent with scope of practice and licensure.										
<b>Task</b> M1:4. Monitor outcomes and sustainability of implemented screening protocols by PMO.										
<b>Task</b> M2:1. Ensure a policy is established and implemented for timely documentation of screenings in the electronic health record.										
<b>Task</b> M2:2. Ensure timely and accurate documentation in the electronic health record.										
<b>Task</b> M3:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.										
<b>Task</b> M3:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.										
<b>Task</b> M3:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.										
<b>Task</b> M3:4. Ensure implementation of approved process for ongoing screenings.										
<b>Task</b> M3:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.										
<b>Task</b> M4:1. Assess participating providers' current procedures for managing patients who receive a positive screening.										
<b>Task</b> M4:2. Create and finalize policies on implementing "warm transfers" for patients who have a positive screening.										
<b>Task</b> M4:3. Provide education/training as needed by sub-committee to ensure success.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M4:4. Implement "warm transfer" policies and procedures, as well as instructions on appropriate documentation in the electronic health record.										
<b>Task</b> M4:5. Monitor outcomes and sustainability of implemented "warm transfer" protocols.										
<b>Milestone #8</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.										
<b>Task</b> M1:3. Technical support provided by PCMH sub- committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.										
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.										
<b>Task</b> M2:3. Education/Training provided as needed to participating providers on how to utilize the technical platform.										
<b>Task</b> M2:4. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.										
<b>Task</b> M2:5. Sub committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
success.										
<b>Task</b> M2:6. Implement CQAC's policy to track outcomes and monitor progress.										
<b>Milestone #9</b> Implement IMPACT Model at Primary Care Sites.										
<b>Task</b> PPS has implemented IMPACT Model at Primary Care Sites.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> M1:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee to guide the implementation of IMPACT Model at participating primary care sites.										
<b>Task</b> M1:2. Perform an assessment of participating practitioners' current behavioral health and primary care service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.										
<b>Task</b> M1:3. Educate leadership and clinicians within each organization participating in project of the benefits of IMPACT model.										
<b>Task</b> M1:4. BH/PCMH sub-committees to develop evidence-based best practice models for implementing IMPACT model at primary care settings.										
<b>Task</b> M1:5. Ensure that the participating practitioners have obtained the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M1:6. Work with Managed Care Organizations to facilitate adequate reimbursement for treatment interventions that are required elements of collaborative care models. These financial agreements may include fee-for-service, case rate, and pay-for-performance reimbursement schemes.										
<b>Task</b> M1:7. Develop an implementation work plan that addresses initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.										
<b>Task</b> M1:8. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.										
<b>Task</b> M1:9. Participating practitioners to develop protocols for after-										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M1:10. Monitor provider transformation sustainability and outcomes with implementation of IMPACT Model by the Project Management Office (PMO).										
<b>Milestone #10</b> Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.										
<b>Task</b> Coordinated evidence-based care protocols are in place, including a medication management and care engagement process to facilitate collaboration between primary care physician and care manager.										
<b>Task</b> Policies and procedures include process for consulting with Psychiatrist.										
<b>Task</b> M1:1. BH/PCMH sub-committee will review established evidence-based guidelines and protocols for the depression care management using the IMPACT model including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.										
<b>Task</b> M1:2. Participating practices will develop site specific operational policies and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).										
<b>Task</b> M1:3. Develop and implement evidence-based care protocols for operationalizing IMPACT model, to include, follow-up assessment, crisis/high risk response plan, and treatment.										
<b>Task</b> M1:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.										
<b>Task</b> M2:1. Sub-committee will assess current participating providers best-practices to begin to formulate implementable policies and procedures for psychiatrist consultation.										
<b>Task</b> M2:2. Develop draft evidence-based policies and procedures for consulting with a psychiatrist.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:3. Finalize policies, procedures and protocols with approval by the CQAC.										
<b>Task</b> M2:4. In collaboration with WCC, ensure appropriate staff are provided education, training and resources as needed for successful implementation of policies and procedures.										
<b>Task</b> M2:5. Implement policies, procedures and protocols for successful consultation with psychiatrist.										
<b>Task</b> M2:6. Monitor outcomes of developed policies, procedures and protocol and update as needed.										
<b>Milestone #11</b> Employ a trained Depression Care Manager meeting requirements of the IMPACT model.										
<b>Task</b> PPS identifies qualified Depression Care Manager (can be a nurse, social worker, or psychologist) as identified in Electronic Health Records.										
<b>Task</b> Depression care manager meets requirements of IMPACT model, including coaching patients in behavioral activation, offering course in counseling, monitoring depression symptoms for treatment response, and completing a relapse prevention plan.										
<b>Task</b> M1:1 Identify qualified staff member to serve as DCM and be identified as such in the Electronic Health Record (E.H.R.).										
<b>Task</b> M2:1. In collaboration with WCC, establish job description of DCM as defined by IMPACT model.										
<b>Task</b> M2:2. Evaluate clinical competency of the DCMs to ensure that standards of the IMPACT model are met. In collaboration with the WCC, develop training protocols and procedures for DCM role to ensure they are efficient in all required IMPACT interventions.										
<b>Task</b> M2:3. Provide training to DCM on Major Depressive Disorder symptomatology, physiologic effects, and biopsychosocial cycle; treatment options including antidepressant medications (basics of dosing and side effects), Cognitive-Behavioral Therapy, and Interpersonal Therapy; self-management support through education, behavioral activation, Problem-Solving Treatment in Primary Care (PST-PC) and motivational interviewing (MI).										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:4. Continuously monitor and re-evaluate the effectiveness of the individual/individuals in the DCM position to ensure that the requirements of IMPACT model continue to be met into the future.										
<b>Milestone #12</b> Designate a Psychiatrist meeting requirements of the IMPACT Model.										
<b>Task</b> All IMPACT participants in PPS have a designated Psychiatrist.										
<b>Task</b> M1:1. Establish contract or employment agreement with participating Psychiatrists to provide the clinical and supervisory services described in the IMPACT model.										
<b>Task</b> M1:2. Provide assistance with resources for successful training/hiring of designated psychiatrists to ensure they are able to adequately perform the requirements of the position as created in Milestone 12; metric1; step 1.										
<b>Task</b> M1:3. Continuously monitor and evaluate the availability of psychiatrists to adequately perform the requirements of the model.										
<b>Milestone #13</b> Measure outcomes as required in the IMPACT Model.										
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).										
<b>Task</b> M1:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.										
<b>Task</b> M1:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.										
<b>Task</b> M1:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.										
<b>Task</b> M1:4. Ensure implementation of approved process for ongoing screenings.										
<b>Task</b> M1:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Milestone #14</b> Provide "stepped care" as required by the IMPACT Model.										
<b>Task</b> In alignment with the IMPACT model, treatment is adjusted based on evidence-based algorithm that includes evaluation of patient after 10-12 weeks after start of treatment plan.										
<b>Task</b> 1. Draft protocols to adjust treatment according to evidence-based algorithm if a patient is not improving, including a patient evaluation 10-12 weeks after the start of the treatment plan.										
<b>Task</b> 2. Implement protocols related to patient evaluation at the 10-12 week mark after treatment plan approval by the CQAC.										
<b>Task</b> 3. Monitor outcomes to ensure success and ongoing sustainability of protocols.										
<b>Milestone #15</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.										
<b>Task</b> M1:3. Technical support provided by PCMH sub- committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.										
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Task</b> M2:3. Workflow and registries are created to track and trend PHQ-9 scores.										
<b>Task</b> M2:4. Education/Training provided as needed to participating providers on how to utilize the technical platform.										
<b>Task</b> M2:5. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.										
<b>Task</b> M2:6. Sub committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.										
<b>Task</b> M2:7. Implement CQAC's policy to track outcomes and monitor progress.										

Project Requirements (Milestone/Task Name)	DY3,Q3	DY3,Q4	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4	DY5,Q1	DY5,Q2	DY5,Q3	DY5,Q4
<b>Milestone #1</b> Co-locate behavioral health services at primary care practice sites. All participating primary care practices must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.										
<b>Task</b> All practices meet NCQA 2014 Level 3 PCMH and/or APCM standards by the end of DY3.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> Behavioral health services are co-located within PCMH/APC practices and are available.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQAC Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
certifications.										
<b>Task</b> M1:4. Perform a practice-specific gap analysis to determine the financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQAC Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M1:9. Track site specific certification to assure all participating safety-net providers become Level 3 PCMH certified or APCM.										
<b>Task</b> M2:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee.										
<b>Task</b> M2:2. Perform an assessment of participating practitioners' current behavioral health service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.										
<b>Task</b> M2:3. Educate leadership within each organization participating in project of the benefits of co-located behavioral health services within a primary care setting.										
<b>Task</b> M2:4. PCMH/BH sub-committee to develop evidence-based best practice models for co-locating behavioral health services in a primary care setting.										
<b>Task</b> M2:5. Perform gap analysis and identify key priorities to successful completion of co-located services.										
<b>Task</b> M2:6. Create a list of BH service providers available for co-										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	DY3,Q3	DY3,Q4	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4	DY5,Q1	DY5,Q2	DY5,Q3	DY5,Q4
location including BH organizations willing to establish partnership arrangements.										
<b>Task</b> M2:7. Develop alliances between BH service providers and primary care sites and, if required, complete written agreements between BH service providers and primary care sites.										
<b>Task</b> M2:8. AMCH PMO will assist participating practitioners with obtaining the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M2:9. MCOs will be engaged to ensure payment mechanisms are in place for co-location of services.										
<b>Task</b> M2:10. Develop an implementation work plan that addresses initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.										
<b>Task</b> M2:11. Provide support, trainings, resources and education to participating providers as needed to ensure successful implementation of co-located behavioral health services.										
<b>Task</b> M2:12. Provide training for all staff, including client-facing administrative staff, on the new protocols and their roles and responsibilities with respect to screening and treatment of behavioral health and physical health conditions, consistent with scope of practice and licensure.										
<b>Task</b> M2:13. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.										
<b>Task</b> M2:14. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M2:15. Monitor progress towards completion of co-located services, as well as sustainability by PMO.										
<b>Milestone #2</b> Develop collaborative evidence-based standards of care including medication management and care engagement process.										
<b>Task</b> Regularly scheduled formal meetings are held to develop collaborative care practices.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Coordinated evidence-based care protocols are in place, including medication management and care engagement processes.										
<b>Task</b> M1:1. Establish regularly scheduled meetings with leadership from participating providers to develop best practice protocols.										
<b>Task</b> M1:2. Assist with identification of key team members needed at formal meetings who will assist with assigning roles and responsibilities for practice specific implementation and action plans to engage behavioral health specialists										
<b>Task</b> M1:3. Finalize collaborative care practices, reviewed and approved by the Clinical and Quality Affairs Committee (CQAC).										
<b>Task</b> M1:4. As a contractual requirement, participating providers will implement, at the minimum, weekly interdisciplinary team huddles to review current list of patients and ongoing development of team approach. Every other week interdisciplinary team meetings will focus on case consultation (at least monthly) and overall development of team approach.										
<b>Task</b> M2:1. BH/PCMH sub-committee will review established evidence-based guidelines and protocols for BH co-location including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.										
<b>Task</b> M2:2. Participating practices will develop site specific operational policies and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).										
<b>Task</b> M2:3. Develop and implement evidence-based care protocols, to include, managing positive screenings including follow-up assessment, crisis/high risk response plan, and treatment.										
<b>Task</b> M2:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.										
<b>Milestone #3</b> Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Policies and procedures are in place to facilitate and document completion of screenings.										
<b>Task</b> Screenings are documented in Electronic Health Record.										
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).										
<b>Task</b> Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in Electronic Health Record.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> M1:1. Develop protocols for universal screening for behavioral health conditions using evidence-based tools, including, at a minimum, use of PHQ-2 for depression and SBIRT screening tool for alcohol use.										
<b>Task</b> M1: 2. Finalize policies and procedures to facilitate and document completion of the above screenings. These policies and procedures will be reviewed and approved by CQAC.										
<b>Task</b> M1:3. Policies will be disseminated for implementation. Technical assistance will be provided for participating providers to facilitate implementation based on gap analysis of current state and future implementation state.										
<b>Task</b> M1:4. Monitor outcomes and sustainability of implemented screening protocols by PMO.										
<b>Task</b> M2:1. Ensure a policy is established and implemented for timely documentation of screenings in the electronic health record.										
<b>Task</b> M2:2. Ensure timely and accurate documentation in the electronic health record.										
<b>Task</b> M3:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.										
<b>Task</b> M3:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.										
<b>Task</b> M3:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M3:4. Ensure implementation of approved process for ongoing screenings.										
<b>Task</b> M3:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.										
<b>Task</b> M4:1. Assess participating providers' current procedures for managing patients who receive a positive screening.										
<b>Task</b> M4:2. Create and finalize policies on implementing "warm transfers" for patients who have a positive screening.										
<b>Task</b> M4:3. Provide education/training as needed by sub-committee to ensure success.										
<b>Task</b> M4:4. Implement "warm transfer" policies and procedures, as well as instructions on appropriate documentation in the electronic health record.										
<b>Task</b> M4:5. Monitor outcomes and sustainability of implemented "warm transfer" protocols.										
<b>Milestone #4</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.										
<b>Task</b> M1:3. Technical support provided by PCMH sub-committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.										
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.										
<b>Task</b> M2:3. Education/Training provided as needed to participating providers on how to utilize the technical platform.										
<b>Task</b> M2:4. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.										
<b>Task</b> M2:5. Sub-committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.										
<b>Task</b> M2:6. Implement CQAC's policy to track outcomes and monitor progress.										
<b>Milestone #5</b> Co-locate primary care services at behavioral health sites.										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH or Advanced Primary Care Model Practices by the end of DY3.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> Primary care services are co-located within behavioral Health practices and are available.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> Primary care services are co-located within behavioral Health practices and are available.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> M1:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQAC Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M1:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQAC Level 3 PCMH recognition or APCM.										
<b>Task</b> M1:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:4 Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M1:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M1:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQAC Level 3 certified or APCM.										
<b>Task</b> M1:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY3.										
<b>Task</b> M1:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M1:9. Track site specific certification to assure all participating safety-net providers become NCQA Level 3 PCMH certified or APCM.										
<b>Task</b> M2:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee.										
<b>Task</b> M2:2. Perform an assessment of participating practitioners' current behavioral health and primary care service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.										
<b>Task</b> M2:3. Educate leadership within each organization participating in the project about the benefits of co-located primary care services within a behavioral health service setting.										
<b>Task</b> M2:4. BH/PCMH sub-committees to develop evidence-based best practice models for co-locating primary care services in a behavioral health service setting.										
<b>Task</b> M2:5. Perform gap analysis and identify key priorities to successful completion of co-located services.										
<b>Task</b> M2:6. Create a list of primary care service providers available for										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
co-location including primary care service organizations willing to establish partnership arrangement.										
<b>Task</b> M2:7. Develop alliances between BH service providers and primary care sites and, if required, complete written agreements between BH service providers and primary care sites.										
<b>Task</b> M2:8. Ensure that the participating practitioners have obtained the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M2:9. MCOs will be engaged to ensure payment mechanisms are in place for co-location of services.										
<b>Task</b> M2:10. Develop an implementation work plan that addresses; initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.										
<b>Task</b> M2:11. Provide support, trainings, resources and education to participating providers as needed to ensure successful completion of co-located primary care services.										
<b>Task</b> M2:12. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.										
<b>Task</b> M2:13. Ensure all client-facing staff complete training on chronic illness management including common physical health medications, preventive care, and chronic conditions.										
<b>Task</b> M2:14. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M2:15. Ensure that the primary care service space has been appropriately outfitted for compliance with NYS regulations and associated waivers.										
<b>Task</b> M2:16. Monitor progress towards completion of co-located services, as well as sustainability by PMO.										
<b>Milestone #6</b> Develop collaborative evidence-based standards of care including medication management and care engagement process.										
<b>Task</b> Regularly scheduled formal meetings are held to develop										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
collaborative care practices.										
<b>Task</b> Coordinated evidence-based care protocols are in place, including a medication management and care engagement process.										
<b>Task</b> M1:1. Establish regularly scheduled meetings with leadership from participating providers to develop best practice protocols.										
<b>Task</b> M1:2. Assist with identification of key team members needed at formal meetings who will assist with assigning roles and responsibilities for practice specific implementation and action plans to engage primary care specialists.										
<b>Task</b> M1:3. Finalize collaborative care practices, reviewed and approved by the Clinical and Quality Affairs Committee (CQAC).										
<b>Task</b> M1:4. As a contractual requirement, participating providers will implement, at the minimum, weekly interdisciplinary team huddles to review current list of patients and ongoing development of team approach. Every other week interdisciplinary team meetings will focus on case consultation (at least monthly) and overall development of team approach.										
<b>Task</b> M2:1. BH/PCMH sub-committees will review established evidence-based guidelines and protocols for primary care co-location including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted by the CQAC.										
<b>Task</b> M2:2. Participating practices will develop site specific operational polices and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).										
<b>Task</b> M2:3. Develop and implement protocols for screening, assessment, crisis/high risk response plan, and treatment including development of an integrated care plan, follow-up, and management for at least one target condition (e.g., diabetes, hypertension, obesity, chronic pain).										
<b>Task</b> M2:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	DY3,Q3	DY3,Q4	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4	DY5,Q1	DY5,Q2	DY5,Q3	DY5,Q4
<b>Milestone #7</b> Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.										
<b>Task</b> Screenings are conducted for all patients. Process workflows and operational protocols are in place to implement and document screenings.										
<b>Task</b> Screenings are documented in Electronic Health Record.										
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).										
<b>Task</b> Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in Electronic Health Record.	180	180	180	180	180	180	180	180	180	180
<b>Task</b> M1:1. Develop and implement protocols for universal screening for behavioral health conditions using evidence-based tools, including, at a minimum, use of PHQ-2 for depression and SBIRT screening tool for alcohol use.										
<b>Task</b> M1:2. Develop and implement clinic policies and procedures to reflect U.S. Preventive Services Task Force recommended screenings for all appropriate patients.										
<b>Task</b> M1:3. Provide training for all staff, including client-facing administrative staff, on the new workflows and operational protocols and their roles and responsibilities with respect to screening and treatment of behavioral health and physical health conditions consistent with scope of practice and licensure.										
<b>Task</b> M1:4. Monitor outcomes and sustainability of implemented screening protocols by PMO.										
<b>Task</b> M2:1. Ensure a policy is established and implemented for timely documentation of screenings in the electronic health record.										
<b>Task</b> M2:2. Ensure timely and accurate documentation in the electronic health record.										
<b>Task</b> M3:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M3:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.										
<b>Task</b> M3:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.										
<b>Task</b> M3:4. Ensure implementation of approved process for ongoing screenings.										
<b>Task</b> M3:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.										
<b>Task</b> M4:1. Assess participating providers' current procedures for managing patients who receive a positive screening.										
<b>Task</b> M4:2. Create and finalize policies on implementing "warm transfers" for patients who have a positive screening.										
<b>Task</b> M4:3. Provide education/training as needed by sub-committee to ensure success.										
<b>Task</b> M4:4. Implement "warm transfer" policies and procedures, as well as instructions on appropriate documentation in the electronic health record.										
<b>Task</b> M4:5. Monitor outcomes and sustainability of implemented "warm transfer" protocols.										
<b>Milestone #8</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:3. Technical support provided by PCMH sub- committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.										
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.										
<b>Task</b> M2:3. Education/Training provided as needed to participating providers on how to utilize the technical platform.										
<b>Task</b> M2:4. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.										
<b>Task</b> M2:5. Sub committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.										
<b>Task</b> M2:6. Implement CQAC's policy to track outcomes and monitor progress.										
<b>Milestone #9</b> Implement IMPACT Model at Primary Care Sites.										
<b>Task</b> PPS has implemented IMPACT Model at Primary Care Sites.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> M1:1. Establish behavioral health (BH) sub-committee to work in collaboration with the PPS wide PCMH sub-committee to guide the implementation of IMPACT Model at participating primary care sites.										
<b>Task</b> M1:2. Perform an assessment of participating practitioners' current behavioral health and primary care service delivery capabilities, work flow, IT infrastructure, interoperability, staffing, etc.										
<b>Task</b> M1:3. Educate leadership and clinicians within each organization participating in project of the benefits of IMPACT model.										
<b>Task</b> M1:4. BH/PCMH sub-committees to develop evidence-based best practice models for implementing IMPACT model at primary										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
care settings.										
<b>Task</b> M1:5. Ensure that the participating practitioners have obtained the necessary waivers, licensure, and/or certification to provide the additional on-site services.										
<b>Task</b> M1:6. Work with Managed Care Organizations to facilitate adequate reimbursement for treatment interventions that are required elements of collaborative care models. These financial agreements may include fee-for-service, case rate, and pay-for-performance reimbursement schemes.										
<b>Task</b> M1:7. Develop an implementation work plan that addresses initial and ongoing training needs of the staff, sustainability issues, and reporting requirements.										
<b>Task</b> M1:8. In collaboration with the WCC, ensure that relevant staff have completed an OASAS approved SBIRT training, prior to offering and billing for SBIRT services.										
<b>Task</b> M1:9. Participating practitioners to develop protocols for after-hours access to care, whether through expanded hours or after-hours call line for triaging urgent conditions.										
<b>Task</b> M1:10. Monitor provider transformation sustainability and outcomes with implementation of IMPACT Model by the Project Management Office (PMO).										
<b>Milestone #10</b> Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.										
<b>Task</b> Coordinated evidence-based care protocols are in place, including a medication management and care engagement process to facilitate collaboration between primary care physician and care manager.										
<b>Task</b> Policies and procedures include process for consulting with Psychiatrist.										
<b>Task</b> M1:1. BH/PCMH sub-committee will review established evidence-based guidelines and protocols for the depression care management using the IMPACT model including medication management and care engagement processes. The sub-committee will draft guidelines that will be reviewed and adopted										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
by the CQAC.										
<b>Task</b> M1:2. Participating practices will develop site specific operational policies and procedures describing how evidence-based guidelines will be integrated into care at their sites (i.e. stepped treatment and medication algorithm and care engagement processes).										
<b>Task</b> M1:3. Develop and implement evidence-based care protocols for operationalizing IMPACT model, to include, follow-up assessment, crisis/high risk response plan, and treatment.										
<b>Task</b> M1:4. Monitor the outcomes of developed protocols and update evidence-based guidelines as needed with approval by CQAC.										
<b>Task</b> M2:1. Sub-committee will assess current participating providers best-practices to begin to formulate implementable policies and procedures for psychiatrist consultation.										
<b>Task</b> M2:2. Develop draft evidence-based policies and procedures for consulting with a psychiatrist.										
<b>Task</b> M2:3. Finalize policies, procedures and protocols with approval by the CQAC.										
<b>Task</b> M2:4. In collaboration with WCC, ensure appropriate staff are provided education, training and resources as needed for successful implementation of policies and procedures.										
<b>Task</b> M2:5. Implement policies, procedures and protocols for successful consultation with psychiatrist.										
<b>Task</b> M2:6. Monitor outcomes of developed policies, procedures and protocol and update as needed.										
<b>Milestone #11</b> Employ a trained Depression Care Manager meeting requirements of the IMPACT model.										
<b>Task</b> PPS identifies qualified Depression Care Manager (can be a nurse, social worker, or psychologist) as identified in Electronic Health Records.										
<b>Task</b> Depression care manager meets requirements of IMPACT model, including coaching patients in behavioral activation, offering course in counseling, monitoring depression symptoms										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
for treatment response, and completing a relapse prevention plan.										
<b>Task</b> M1:1 Identify qualified staff member to serve as DCM and be identified as such in the Electronic Health Record (E.H.R.).										
<b>Task</b> M2:1. In collaboration with WCC, establish job description of DCM as defined by IMPACT model.										
<b>Task</b> M2:2. Evaluate clinical competency of the DCMs to ensure that standards of the IMPACT model are met. In collaboration with the WCC, develop training protocols and procedures for DCM role to ensure they are efficient in all required IMPACT interventions.										
<b>Task</b> M2:3. Provide training to DCM on Major Depressive Disorder symptomatology, physiologic effects, and biopsychosocial cycle; treatment options including antidepressant medications (basics of dosing and side effects), Cognitive-Behavioral Therapy, and Interpersonal Therapy; self-management support through education, behavioral activation, Problem-Solving Treatment in Primary Care (PST-PC) and motivational interviewing (MI).										
<b>Task</b> M2:4. Continuously monitor and re-evaluate the effectiveness of the individual/individuals in the DCM position to ensure that the requirements of IMPACT model continue to be met into the future.										
<b>Milestone #12</b> Designate a Psychiatrist meeting requirements of the IMPACT Model.										
<b>Task</b> All IMPACT participants in PPS have a designated Psychiatrist.										
<b>Task</b> M1:1. Establish contract or employment agreement with participating Psychiatrists to provide the clinical and supervisory services described in the IMPACT model.										
<b>Task</b> M1:2. Provide assistance with resources for successful training/hiring of designated psychiatrists to ensure they are able to adequately perform the requirements of the position as created in Milestone 12; metric1; step 1.										
<b>Task</b> M1:3. Continuously monitor and evaluate the availability of psychiatrists to adequately perform the requirements of the model.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #13</b> Measure outcomes as required in the IMPACT Model.										
<b>Task</b> At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).										
<b>Task</b> M1:1. Assess participating providers current rates of completion of PHQ-2 and SBIRT patient assessments tools.										
<b>Task</b> M1:2. Develop a documented process to ensure completion of PHQ and SBIRT assessments for appropriate patients.										
<b>Task</b> M1:3. In collaboration with WCC, provide education and training of PHQ and SBIRT assessment tools, as needed.										
<b>Task</b> M1:4. Ensure implementation of approved process for ongoing screenings.										
<b>Task</b> M1:5. Monitor success towards completion of screenings on 90% of patients engaged in project, and provide improvement plans as needed to ensure success.										
<b>Milestone #14</b> Provide "stepped care" as required by the IMPACT Model.										
<b>Task</b> In alignment with the IMPACT model, treatment is adjusted based on evidence-based algorithm that includes evaluation of patient after 10-12 weeks after start of treatment plan.										
<b>Task</b> 1. Draft protocols to adjust treatment according to evidence-based algorithm if a patient is not improving, including a patient evaluation 10-12 weeks after the start of the treatment plan.										
<b>Task</b> 2. Implement protocols related to patient evaluation at the 10-12 week mark after treatment plan approval by the CQAC.										
<b>Task</b> 3. Monitor outcomes to ensure success and ongoing sustainability of protocols.										
<b>Milestone #15</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. In collaboration with TDMC, perform a current state assessment of E.H.R. capabilities for integration.										
<b>Task</b> M1:2. Perform gap analysis and identify priorities to achieving integration of patient record. PPS will assist participating providers with increased awareness of HIXNY and SHIN-NY capabilities for implementation.										
<b>Task</b> M1:3. Technical support provided by PCMH sub- committee as needed.										
<b>Task</b> M1:4. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Assess E.H.R. connectivity and utilization patterns for each participating provider.										
<b>Task</b> M2:2. Disseminate standardized IT protocols and data security requirements across the system.										
<b>Task</b> M2:3. Workflow and registries are created to track and trend PHQ-9 scores.										
<b>Task</b> M2:4. Education/Training provided as needed to participating providers on how to utilize the technical platform.										
<b>Task</b> M2:5. Provide education/training as needed to participating providers on how to identify targeted patients and track those who are actively engaged for milestone reporting.										
<b>Task</b> M2:6. Sub committee to make recommendations to CQAC on best methods to track outcomes and quality indicators to ensure success.										
<b>Task</b> M2:7. Implement CQAC's policy to track outcomes and monitor progress.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Co-locate behavioral health services at primary care practice sites. All participating primary care practices must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.	
Develop collaborative evidence-based standards of care including medication management and care engagement process.	
Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.	
Use EHRs or other technical platforms to track all patients engaged in this project.	
Co-locate primary care services at behavioral health sites.	
Develop collaborative evidence-based standards of care including medication management and care engagement process.	
Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.	
Use EHRs or other technical platforms to track all patients engaged in this project.	
Implement IMPACT Model at Primary Care Sites.	
Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.	
Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	
Designate a Psychiatrist meeting requirements of the IMPACT Model.	
Measure outcomes as required in the IMPACT Model.	
Provide "stepped care" as required by the IMPACT Model.	
Use EHRs or other technical platforms to track all patients engaged in this project.	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Ongoing	
Milestone #9	Pass & Ongoing	
Milestone #10	Pass & Ongoing	
Milestone #11	Pass & Ongoing	
Milestone #12	Pass & Ongoing	
Milestone #13	Pass & Ongoing	
Milestone #14	Pass & Ongoing	
Milestone #15	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.i.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.i.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

Project 3.a.ii – Behavioral health community crisis stabilization services

IPQR Module 3.a.ii.1 - Major Risks to Implementation and Mitigation Strategies

Instructions :

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

Lack of capital funding to expand physical capacity to observe patients for up to 48 hours will put this project at risk. Without funding to build, construct, or repurpose licensed beds, it will be a challenge for participating providers to be successful. Additional risks include funding for additional staff to observe patients in crisis for up to 48 hours, as well as the readiness of MCOs to reimburse for services provided. Implementation of a collaboratively developed VBP agreement, as well as a process for funds flow will help to mitigate these risks across the PPS and will ensure that funding will be provided for all crisis intervention program services.

The success of this project will depend largely on participating provider, hospital, first responder and community buy-in. Development of best practice protocols, diversion strategies, and the willingness of community EDs to engage is essential. This same challenge will exist with mobile crisis units, community agencies, and local police units who may feel it would be "safer" to send a patient to the ED. Establishing a behavioral health sub-committee with leadership from each participating agency, as well as providing education and training will help mitigate these risks. The CQAC will work with hospital and crisis programs to develop the protocols for diversion and identify the resources they will need. Communication and education will be available for first responders and community agencies on the benefits of the diversion protocol, as well as how to utilize these services.

Staffing, training and timely resources are crucial. Willingness to participate in shared decision-making among medical professionals and substance abuse treatment providers may also provide challenges. The workforce training vendor will provide appropriate training in an effort to ensure that all staff are comfortable with any additional responsibilities. The CQAC will ensure processes and procedures are in place for system integration among performing providers. This committee will work closely with providers to ensure they are adequately prepared and are aware of resources available to them.

The availability of timely and appropriate community resources for referrals will be imperative to the success of this project. Formal access and responsiveness agreements will be created with community based providers, and tele-health services will be available when immediate community resources are unavailable. AMCH PMO will work collaboratively with two local NP schools, one PA school, one social work school, and two psychiatric program schools, and will encourage their support.

IT challenges exist within this project. Success will be dependent on HIXNY's readiness for behavioral health consents and standardization within HIXNY across our network. Implementation of cross-PPS EHR capabilities, including excel transfer in lieu of MAPP functionality will help to bridge the IT gap in the short term. As the DSRIP year progresses, we will have better access through care coordination, direct messaging, and additional data through the MAPP tool and SHIN-NY. This plan will be largely based on functionality of the MAPP tool and the availability of data through Salient and other data sources provided by the state.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.ii.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY3,Q4	7,927

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	794	50.09%	791	10.02%

Warning: Please note that your patients engaged to date does not meet your committed amount (1,585)

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
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No Records Found

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Fail	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.ii.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Implement a crisis intervention program that, at a minimum, includes outreach, mobile crisis, and intensive crisis services.	Project	N/A	In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has established a crisis intervention program that includes outreach, mobile crisis, and intensive crisis services.	Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Establish an ad-hoc Behavioral Health (BH) Community Crisis Stabilization (BHCCS) workgroup under the auspices of BH sub-committee to oversee the development/enhancement of regionally-based behavioral health community crisis stabilization programs that include outreach, mobile crisis, and intensive crisis services.	Project		In Progress	10/19/2015	09/30/2017	10/19/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:2. The ad-hoc workgroup will be the lead author of the community crisis stabilization plan. The plan will be reviewed and approved by the CQAC.	Project		In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:3. Ensure participation of a broad spectrum of stakeholders in the planning process for crisis services in the community by engaging the CCAC, WCC, and CCHLC.	Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:4. Utilizing the CNA, assess the adequacy of the current community-based services available across the PPS region, including timely community crisis intervention for consumers in behavioral health crisis.	Project		In Progress	11/09/2015	12/31/2015	11/09/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:5. Establish agreements with at least one hospital with specialty inpatient psychiatric services, one hospital with specialty detoxification services, key PPS hospital emergency departments, key PPS health home providers, key PPS	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
outpatient mental health providers, key PPS outpatient substance use providers, and key PPS ambulatory detox providers (if available), to coordinate and provide services as defined by the crisis intervention plan.									
<b>Task</b> M1:6. Ensure that participating organizational contracts specify access and responsiveness standards, information sharing standards, care coordination protocols, designated leads for each organization for clinical collaboration, staff training topics and frequency.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:7. Execute contracts only to participating organizations that are licensed or designated by OMH/OASAS to provide specific crisis services described in the New York State Medicaid state plan or Home and Community-Based Services benefit package.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Establish agreements for Psychiatric and Addiction Medicine consultation services to the crisis team that include specific response times consistent with New York State and local regulatory body guidance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Identify and implement evidence-based tools, such as Zero Suicide Toolkit to assess risk and stabilize patients in crisis.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:10. Hire peer and recovery specialists with defined job functions that include responsibilities such as, handoff to a warm line for callers who primarily present to crisis team with need for talk support.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:11. In collaboration with the CCHLC and WCC, implement staff training program to train staff on: suicide risk assessment and interventions, safety planning, crisis stabilization and de-escalation techniques, motivational interviewing, working with police, working with peers, mental health first aid or other first-responder interventions, cultural competency, health literacy, and community resources availability.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:12. Collaborate with one local police department to evaluate the feasibility of starting programs like the Memphis Crisis	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
Intervention Team (CIT) program.									
<b>Milestone #2</b> Establish clear linkages with Health Homes, ER and hospital services to develop and implement protocols for diversion of patients from emergency room and inpatient services.	Project	N/A	In Progress	09/30/2017	09/30/2017	09/30/2017	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has implemented diversion management protocol with PPS Hospitals (specifically Emergency Departments).	Project		In Progress	09/30/2017	09/30/2017	09/30/2017	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. BH subcommittee/ED Triage sub-committees will review current community and hospital protocols for diversion of patients with behavioral health crisis from emergency room and inpatient services, as appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. BH sub-committee/ED Triage committee will research successful evidence-based programs for diversion management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. BH sub-committee/ED Triage committee will draft updates to protocols, if necessary, for approval by CQAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Educate, train and provide resources, as needed, for successful implementation of diversion management protocol by sub-committee and PMO.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Develop and implement regional diversion management protocols with PPS emergency departments under the direction of the CQAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Survey stakeholders and additional service users for regular feedback and potential opportunities for improvement.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Monitor sustainability and outcomes of implemented diversion management protocol by PMO.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Establish agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.	Project	N/A	In Progress	11/05/2015	09/30/2017	11/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has engaged MCO in negotiating coverage of services under this project and/or MCO provides coverage for services in	Project		In Progress	11/05/2015	09/30/2017	11/05/2015	09/30/2017	09/30/2017	DY3 Q2



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
project.									
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Develop written treatment protocols with consensus from participating providers and facilities.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Regularly scheduled formal meetings are held to develop consensus on treatment protocols.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> Coordinated treatment care protocols are in place.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Convene a group of expert clinicians and specialists from participating organizations and establish regular meeting schedule to develop consensus on draft treatment protocols.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assess participating providers current treatment protocols and guidelines for review by the PPS expert panel.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Finalize draft treatment protocols developed with consensus from participating practitioners.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. CQAC will review and approve the draft treatment protocols.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Establish transition of care protocol, which includes personal contact by crisis team member during transition in care within one week post-transition.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Develop protocols to assure timely documentation, including same day documentation, but no later than 48 hours after the event.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Develop and implement ongoing training materials for all appropriate staff to keep them current on policies, procedures and treatment protocols.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Monitor outcomes of developed protocols, with updates made as needed with approval by CQAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	Project	N/A	In Progress	10/26/2015	03/31/2017	10/26/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS includes at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services in provider network	Project		In Progress	10/26/2015	03/31/2017	10/26/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS evaluates access to psychiatric services (in terms of	Provider	Safety Net Hospital	In Progress	10/26/2015	03/31/2017	10/26/2015	03/31/2017	03/31/2017	DY2 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.									
<b>Task</b> M1:1. Establish agreements with at least one hospital with specialty inpatient psychiatric services and crisis-oriented psychiatric services.	Project		In Progress	11/09/2015	12/31/2015	11/09/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Establish agreements with at least one hospital with specialty detoxification services.	Project		In Progress	11/09/2015	12/31/2015	11/09/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Establish agreements with key PPS hospital emergency departments, key PPS health homes providers, key PPS outpatient mental health and substance abuse providers.	Project		In Progress	11/09/2015	12/31/2015	11/09/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:1. Based on the Community Needs Assessments (CNA), service wait time reports, and hot-spot maps, evaluate access to PPS-wide psychiatric services, and identify improvement areas.	Project		In Progress	10/26/2015	12/31/2015	10/26/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Identify areas of high need for pilot locations to potentially implement improvement steps in terms of access.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. With approval of successful pilot, roll out improvement steps, working in collaboration with PPSs partners, to improve access.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #6</b> Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).	Project	N/A	In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS includes hospitals with observation unit or off campus crisis residence locations for crisis monitoring.	Project		In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	Provider	Safety Net Hospital	In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment,	Provider	Safety Net Clinic	In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.									
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	Provider	Safety Net Mental Health	In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Establish participation agreements with hospitals with observation units or off campus crisis residence locations for crisis monitoring.	Project		In Progress	11/09/2015	12/31/2015	11/09/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:1. Based on the information from Community Needs Assessments (CNA), evaluate access to PPS-wide crisis observation units or off campus crisis residence services, and identify gaps in available services.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Develop a comprehensive access assessment, including access plans for psychiatric and crisis-oriented services, access improvement plans, and access reports based on geography and wait times.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Based on access assessment, identify PPS resources available to close gaps and improve access, reduce wait times and facilitate after-hours care.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Working in collaboration with PPS partners, implement improvement steps to improve access.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #7</b> Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.	Project	N/A	In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS includes mobile crisis teams to help meet crisis stabilization needs of the community.	Project		In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> Coordinated evidence-based care protocols for mobile crisis teams are in place.	Project		In Progress	11/09/2015	09/30/2017	11/09/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Establish agreements with regional mobile crisis teams to	Project		In Progress	11/09/2015	12/31/2015	11/09/2015	12/31/2015	12/31/2015	DY1 Q3

**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**



Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
help meet crisis stabilization needs of the community									
<b>Task</b> M2:1. BH sub-committee to review current protocols for mobile crisis team, including ability to screen, provide crisis intervention and supportive counseling services, and to provide information, referrals and linkages to appropriate CBOs for on going treatment.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. BH sub-committee to recommend updates to current protocols, as necessary, based on evidence-based protocols and guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Collaborate with community mobile crisis providers to implement regional protocols as necessary.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Provide support, training, education and resources as needed.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Monitor success of developed protocols, updates made as needed with approval by CQAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Ensure that all PPS safety net providers have actively connected EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up by the end of Demonstration Year (DY) 3.	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.	Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Hospital	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Mental Health	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> Alerts and secure messaging functionality are used to facilitate crisis intervention services.	Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. In collaboration with TDMC, assess current capabilities of EHR systems across the participating provider organizations to determine their ability to integrate medical and behavioral health records within individual patient records.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Collaborate with EHR vendors and participating providers to outline functionality for integrated medical records within their current systems and incentivize providers to adopt these functions.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Completion/confirmation of an integrated health record at each participating organization.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:3. Work with participating providers not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M3:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate crisis intervention services.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M3:2. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. Implement training and secure messaging to support the use of alerts across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Implement necessary technical and operational system changes needed to support the achievement of future state for use of alerts and secure messaging.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #9</b> Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.	Project	N/A	In Progress	09/30/2017	09/30/2017	09/30/2017	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has implemented central triage service among psychiatrists and behavioral health providers.	Project		In Progress	09/30/2017	09/30/2017	09/30/2017	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Assess current policies, procedures and resources related to triage services among participating behavioral health providers.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Working with Psychiatrists and other Behavioral Health	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
Providers, develop agreements for participating providers to establish/expand central triage services.									
<b>Task</b> M1:3. Finalize contracts with participating providers to be in agreement with policies, procedures and protocols after approval by CQAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Develop or update current protocols, if necessary, to augment central triage services to include: • Access to Peer Warm-Lines • Decision-making tool that leads to clinically appropriate interventions • Ability to deploy staff rapidly	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Develop work plans for outreach, education and training regarding triage protocol and value of triage and diversion for: • Psychiatrists & Behavioral health providers • Law enforcement departments • Emergency responders, including police and EMT • Community shelters • Schools and universities • Nursing homes and other residential centers • Primary care providers • Consumer and advocacy groups	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Monitor success of triage service as well as sustainability by PMO.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #10</b> Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.	Project	N/A	In Progress	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has created an active quality subcommittee that reports to PPS quality committee that is representative of medical and behavioral health staff and is specifically focused on integration of primary care and behavioral health services within practice sites and other behavioral health project initiatives. Note: Only one quality sub-committee is required for medical and behavioral health integration projects in Domain 3a.	Project		In Progress	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> Quality committee identifies opportunities for quality improvement and use of rapid cycle improvement methodologies, develops implementation plans, and evaluates results of quality improvement initiatives.	Project		In Progress	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS evaluates and creates action plans based on key quality metrics, to include applicable metrics listed in Attachment J Domain 3 Behavioral Health Metrics.	Project		In Progress	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS quality subcommittee conducts and/or reviews self-audits to ensure compliance with processes and procedures developed for this project.	Project		In Progress	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Service and quality outcome measures are reported to all stakeholders including PPS quality committee.	Project		In Progress	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Establish a Behavioral Health (BH) sub-committee under the auspices of the Clinical and Quality Affairs (CQA) Committee.	Project		In Progress	10/19/2015	12/31/2015	10/19/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Assure representation from key medical and behavioral health practitioners participating in behavioral health related projects.	Project		In Progress	10/19/2015	12/31/2015	10/19/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. CQAC will develop the charge for the BH sub-committee to oversee the effective implementation of goals and objectives of the BH projects.	Project		In Progress	10/19/2015	12/31/2015	10/19/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:1. BH sub-committee will define the desired future state for each BH project, incorporating many perspectives including patient populations, practitioners, PPS partners and others.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. BH sub-committee will assist in the development of a plan to identify quality improvement opportunities and related operational changes at clinical sites for the successful implementation of elements of project plans.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Sub-committee will document quality improvement activities including: data collection, data analysis, identification	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
and implementation of improvement activities using the PDSA methodology.									
<b>Task</b> M2:4. Monitor outcomes of developed plan, updates made as needed with approval by CQAC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. BH sub-committee will review all applicable BH metrics, including available baseline data.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:2. Sub-committee will assist in prioritizing the key quality metrics and the development of action plans to identify causative factors of outcomes, develop improvement strategies, support metric evaluation and facilitate milestone reporting for their respective projects over the duration of DSRIP.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. Implement action plans and monitor ongoing progress making adjustments as necessary.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:1. CQAC, in collaboration with vendor, will identify a medical record audit tool and auditing process, to ensure compliance with process and procedures developed.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:2. As part of the participating provider agreement, AMCH PPS will ensure access to medical records for audit purposes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M4:3. The sub-committee will conduct a semi-annual review to ensure adherence to project-specific processes and procedures, QA/QI activities, and the achievement of project objectives.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M5:1. The sub-committee will assist in the development of dashboards of quality metrics for ongoing performance improvement.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M5:2. The sub-committee will provide quarterly updates to the AMCH PPS CQAC and other stakeholders on activities, results and next steps. Access to AMCH PPS web portal will be available in subsequent quarters for aggregated performance dashboards.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #11</b> Use EHRs or other technical platforms to track all patients	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**



Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
engaged in this project.									
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective population health management across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organization/practice to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> Implement a crisis intervention program that, at a minimum, includes outreach, mobile crisis, and intensive crisis services.										
<b>Task</b> PPS has established a crisis intervention program that includes outreach, mobile crisis, and intensive crisis services.										
<b>Task</b> M1:1. Establish an ad-hoc Behavioral Health (BH) Community Crisis Stabilization (BHCCS) workgroup under the auspices of BH sub-committee to oversee the development/enhancement of										

New York State Department Of Health  
 Delivery System Reform Incentive Payment Project



DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
regionally-based behavioral health community crisis stabilization programs that include outreach, mobile crisis, and intensive crisis services.										
<b>Task</b> M1:2. The ad-hoc workgroup will be the lead author of the community crisis stabilization plan. The plan will be reviewed and approved by the CQAC.										
<b>Task</b> M1:3. Ensure participation of a broad spectrum of stakeholders in the planning process for crisis services in the community by engaging the CCAC, WCC, and CCHLC.										
<b>Task</b> M1:4. Utilizing the CNA, assess the adequacy of the current community-based services available across the PPS region, including timely community crisis intervention for consumers in behavioral health crisis.										
<b>Task</b> M1:5. Establish agreements with at least one hospital with specialty inpatient psychiatric services, one hospital with specialty detoxification services, key PPS hospital emergency departments, key PPS health home providers, key PPS outpatient mental health providers, key PPS outpatient substance use providers, and key PPS ambulatory detox providers (if available), to coordinate and provide services as defined by the crisis intervention plan.										
<b>Task</b> M1:6. Ensure that participating organizational contracts specify access and responsiveness standards, information sharing standards, care coordination protocols, designated leads for each organization for clinical collaboration, staff training topics and frequency.										
<b>Task</b> M1:7. Execute contracts only to participating organizations that are licensed or designated by OMH/OASAS to provide specific crisis services described in the New York State Medicaid state plan or Home and Community-Based Services benefit package.										
<b>Task</b> M1:8. Establish agreements for Psychiatric and Addiction Medicine consultation services to the crisis team that include specific response times consistent with New York State and local regulatory body guidance.										
<b>Task</b> M1:9. Identify and implement evidence-based tools, such as Zero Suicide Toolkit to assess risk and stabilize patients in crisis.										
<b>Task</b> M1:10. Hire peer and recovery specialists with defined job										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
functions that include responsibilities such as, handoff to a warm line for callers who primarily present to crisis team with need for talk support.										
<b>Task</b> M1:11. In collaboration with the CCHLC and WCC, implement staff training program to train staff on: suicide risk assessment and interventions, safety planning, crisis stabilization and de-escalation techniques, motivational interviewing, working with police, working with peers, mental health first aid or other first-responder interventions, cultural competency, health literacy, and community resources availability.										
<b>Task</b> M1:12. Collaborate with one local police department to evaluate the feasibility of starting programs like the Memphis Crisis Intervention Team (CIT) program.										
<b>Milestone #2</b> Establish clear linkages with Health Homes, ER and hospital services to develop and implement protocols for diversion of patients from emergency room and inpatient services.										
<b>Task</b> PPS has implemented diversion management protocol with PPS Hospitals (specifically Emergency Departments).										
<b>Task</b> M1:1. BH subcommittee/ED Triage sub-committees will review current community and hospital protocols for diversion of patients with behavioral health crisis from emergency room and inpatient services, as appropriate.										
<b>Task</b> M1:2. BH sub-committee/ED Triage committee will research successful evidence-based programs for diversion management.										
<b>Task</b> M1:3. BH sub-committee/ED Triage committee will draft updates to protocols, if necessary, for approval by CQAC.										
<b>Task</b> M1:4. Educate, train and provide resources, as needed, for successful implementation of diversion management protocol by sub-committee and PMO.										
<b>Task</b> M1:5. Develop and implement regional diversion management protocols with PPS emergency departments under the direction of the CQAC.										
<b>Task</b> M1:6. Survey stakeholders and additional service users for regular feedback and potential opportunities for improvement.										
<b>Task</b> M1:7. Monitor sustainability and outcomes of implemented										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
diversion management protocol by PMO.										
<b>Milestone #3</b> Establish agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.										
<b>Task</b> PPS has engaged MCO in negotiating coverage of services under this project and/or MCO provides coverage for services in project.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.										
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors										
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.										
<b>Milestone #4</b> Develop written treatment protocols with consensus from participating providers and facilities.										

**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**



<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>	
<b>Task</b> Regularly scheduled formal meetings are held to develop consensus on treatment protocols.											
<b>Task</b> Coordinated treatment care protocols are in place.											
<b>Task</b> M1:1. Convene a group of expert clinicians and specialists from participating organizations and establish regular meeting schedule to develop consensus on draft treatment protocols.											
<b>Task</b> M1:2. Assess participating providers current treatment protocols and guidelines for review by the PPS expert panel.											
<b>Task</b> M1:3. Finalize draft treatment protocols developed with consensus from participating practitioners.											
<b>Task</b> M2:1. CQAC will review and approve the draft treatment protocols.											
<b>Task</b> M2:2. Establish transition of care protocol, which includes personal contact by crisis team member during transition in care within one week post-transition.											
<b>Task</b> M2:3. Develop protocols to assure timely documentation, including same day documentation, but no later than 48 hours after the event.											
<b>Task</b> M2:4. Develop and implement ongoing training materials for all appropriate staff to keep them current on policies, procedures and treatment protocols.											
<b>Task</b> M2:5. Monitor outcomes of developed protocols, with updates made as needed with approval by CQAC.											
<b>Milestone #5</b> Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.											
<b>Task</b> PPS includes at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services in provider network											
<b>Task</b> PPS evaluates access to psychiatric services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	0	0	0	0	0	0	0	0	3	3	7



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>	
<b>Task</b> M1:1. Establish agreements with at least one hospital with specialty inpatient psychiatric services and crisis-oriented psychiatric services.											
<b>Task</b> M1:2. Establish agreements with at least one hospital with specialty detoxification services.											
<b>Task</b> M1:3. Establish agreements with key PPS hospital emergency departments, key PPS health homes providers, key PPS outpatient mental health and substance abuse providers.											
<b>Task</b> M2:1. Based on the Community Needs Assessments (CNA), service wait time reports, and hot-spot maps, evaluate access to PPS-wide psychiatric services, and identify improvement areas.											
<b>Task</b> M2:2. Identify areas of high need for pilot locations to potentially implement improvement steps in terms of access.											
<b>Task</b> M2:3. With approval of successful pilot, roll out improvement steps, working in collaboration with PPSs partners, to improve access.											
<b>Milestone #6</b> Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).											
<b>Task</b> PPS includes hospitals with observation unit or off campus crisis residence locations for crisis monitoring.											
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	0	0	0	0	0	0	0	0	3	3	7
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	0	0	0	0	0	0	0	0	21	21	21
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	0	0	0	0	0	0	0	20	54	54	54
<b>Task</b> M1:1. Establish participation agreements with hospitals with											

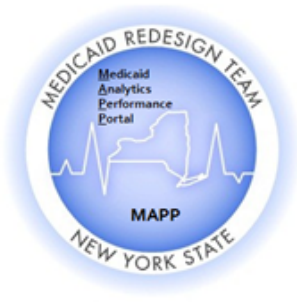
**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**



**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
observation units or off campus crisis residence locations for crisis monitoring.										
<b>Task</b> M2:1. Based on the information from Community Needs Assessments (CNA), evaluate access to PPS-wide crisis observation units or off campus crisis residence services, and identify gaps in available services.										
<b>Task</b> M2:2. Develop a comprehensive access assessment, including access plans for psychiatric and crisis-oriented services, access improvement plans, and access reports based on geography and wait times.										
<b>Task</b> M2:3. Based on access assessment, identify PPS resources available to close gaps and improve access, reduce wait times and facilitate after-hours care.										
<b>Task</b> M2:4. Working in collaboration with PPS partners, implement improvement steps to improve access.										
<b>Milestone #7</b> Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.										
<b>Task</b> PPS includes mobile crisis teams to help meet crisis stabilization needs of the community.										
<b>Task</b> Coordinated evidence-based care protocols for mobile crisis teams are in place.										
<b>Task</b> M1:1. Establish agreements with regional mobile crisis teams to help meet crisis stabilization needs of the community										
<b>Task</b> M2:1. BH sub-committee to review current protocols for mobile crisis team, including ability to screen, provide crisis intervention and supportive counseling services, and to provide information, referrals and linkages to appropriate CBOs for on going treatment.										
<b>Task</b> M2:2. BH sub-committee to recommend updates to current protocols, as necessary, based on evidence-based protocols and guidelines.										
<b>Task</b> M2:3. Collaborate with community mobile crisis providers to implement regional protocols as necessary.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:4. Provide support, training, education and resources as needed.										
<b>Task</b> M2:5. Monitor success of developed protocols, updates made as needed with approval by CQAC.										
<b>Milestone #8</b> Ensure that all PPS safety net providers have actively connected EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up by the end of Demonstration Year (DY) 3.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	7
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	54
<b>Task</b> Alerts and secure messaging functionality are used to facilitate crisis intervention services.										
<b>Task</b> M1:1. In collaboration with TDMC, assess current capabilities of EHR systems across the participating provider organizations to determine their ability to integrate medical and behavioral health records within individual patient records.										
<b>Task</b> M1:2. Collaborate with EHR vendors and participating providers to outline functionality for integrated medical records within their current systems and incentivize providers to adopt these functions.										
<b>Task</b> M1:3. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M2:3. Work with participating providers not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M3:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate crisis intervention services.										
<b>Task</b> M3:2. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M3:3. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M3:4. Implement necessary technical and operational system changes needed to support the achievement of future state for use of alerts and secure messaging.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Milestone #9</b> Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.										
<b>Task</b> PPS has implemented central triage service among psychiatrists and behavioral health providers.										
<b>Task</b> M1:1. Assess current policies, procedures and resources related to triage services among participating behavioral health providers.										
<b>Task</b> M1:2. Working with Psychiatrists and other Behavioral Health Providers, develop agreements for participating providers to establish/expand central triage services.										
<b>Task</b> M1:3. Finalize contracts with participating providers to be in agreement with policies, procedures and protocols after approval by CQAC.										
<b>Task</b> M1:4. Develop or update current protocols, if necessary, to augment central triage services to include: • Access to Peer Warm-Lines • Decision-making tool that leads to clinically appropriate interventions • Ability to deploy staff rapidly										
<b>Task</b> M1:5. Develop work plans for outreach, education and training regarding triage protocol and value of triage and diversion for: • Psychiatrists & Behavioral health providers • Law enforcement departments • Emergency responders, including police and EMT • Community shelters • Schools and universities • Nursing homes and other residential centers • Primary care providers • Consumer and advocacy groups										
<b>Task</b> M1:6. Monitor success of triage service as well as sustainability by PMO.										
<b>Milestone #10</b> Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> PPS has created an active quality subcommittee that reports to PPS quality committee that is representative of medical and behavioral health staff and is specifically focused on integration of primary care and behavioral health services within practice sites and other behavioral health project initiatives. Note: Only one quality sub-committee is required for medical and behavioral health integration projects in Domain 3a.										
<b>Task</b> Quality committee identifies opportunities for quality improvement and use of rapid cycle improvement methodologies, develops implementation plans, and evaluates results of quality improvement initiatives.										
<b>Task</b> PPS evaluates and creates action plans based on key quality metrics, to include applicable metrics listed in Attachment J Domain 3 Behavioral Health Metrics.										
<b>Task</b> PPS quality subcommittee conducts and/or reviews self-audits to ensure compliance with processes and procedures developed for this project.										
<b>Task</b> Service and quality outcome measures are reported to all stakeholders including PPS quality committee.										
<b>Task</b> M1:1. Establish a Behavioral Health (BH) sub-committee under the auspices of the Clinical and Quality Affairs (CQA) Committee.										
<b>Task</b> M1:2. Assure representation from key medical and behavioral health practitioners participating in behavioral health related projects.										
<b>Task</b> M1:3. CQAC will develop the charge for the BH sub-committee to oversee the effective implementation of goals and objectives of the BH projects.										
<b>Task</b> M2:1. BH sub-committee will define the desired future state for each BH project, incorporating many perspectives including patient populations, practitioners, PPS partners and others.										
<b>Task</b> M2:2. BH sub-committee will assist in the development of a plan to identify quality improvement opportunities and related operational changes at clinical sites for the successful implementation of elements of project plans.										
<b>Task</b> M2:3. Sub-committee will document quality improvement										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
activities including: data collection, data analysis, identification and implementation of improvement activities using the PDSA methodology.										
<b>Task</b> M2:4. Monitor outcomes of developed plan, updates made as needed with approval by CQAC.										
<b>Task</b> M3:1. BH sub-committee will review all applicable BH metrics, including available baseline data.										
<b>Task</b> M3:2. Sub-committee will assist in prioritizing the key quality metrics and the development of action plans to identify causative factors of outcomes, develop improvement strategies, support metric evaluation and facilitate milestone reporting for their respective projects over the duration of DSRIP.										
<b>Task</b> M3:3. Implement action plans and monitor ongoing progress making adjustments as necessary.										
<b>Task</b> M4:1. CQAC, in collaboration with vendor, will identify a medical record audit tool and auditing process, to ensure compliance with process and procedures developed.										
<b>Task</b> M4:2. As part of the participating provider agreement, AMCH PPS will ensure access to medical records for audit purposes.										
<b>Task</b> M4:3. The sub-committee will conduct a semi-annual review to ensure adherence to project-specific processes and procedures, QA/QI activities, and the achievement of project objectives.										
<b>Task</b> M5:1. The sub-committee will assist in the development of dashboards of quality metrics for ongoing performance improvement.										
<b>Task</b> M5:2. The sub-committee will provide quarterly updates to the AMCH PPS CQAC and other stakeholders on activities, results and next steps. Access to AMCH PPS web portal will be available in subsequent quarters for aggregated performance dashboards.										
<b>Milestone #11</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organization/practice to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Implement a crisis intervention program that, at a minimum, includes outreach, mobile crisis, and intensive crisis services.										
<b>Task</b> PPS has established a crisis intervention program that includes outreach, mobile crisis, and intensive crisis services.										
<b>Task</b> M1:1. Establish an ad-hoc Behavioral Health (BH) Community Crisis Stabilization (BHCCS) workgroup under the auspices of BH sub-committee to oversee the development/enhancement of regionally-based behavioral health community crisis stabilization programs that include outreach, mobile crisis, and intensive crisis services.										
<b>Task</b> M1:2. The ad-hoc workgroup will be the lead author of the community crisis stabilization plan. The plan will be reviewed and approved by the CQAC.										
<b>Task</b> M1:3. Ensure participation of a broad spectrum of stakeholders in										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
the planning process for crisis services in the community by engaging the CCAC, WCC, and CCHLC.										
<b>Task</b> M1:4. Utilizing the CNA, assess the adequacy of the current community-based services available across the PPS region, including timely community crisis intervention for consumers in behavioral health crisis.										
<b>Task</b> M1:5. Establish agreements with at least one hospital with specialty inpatient psychiatric services, one hospital with specialty detoxification services, key PPS hospital emergency departments, key PPS health home providers, key PPS outpatient mental health providers, key PPS outpatient substance use providers, and key PPS ambulatory detox providers (if available), to coordinate and provide services as defined by the crisis intervention plan.										
<b>Task</b> M1:6. Ensure that participating organizational contracts specify access and responsiveness standards, information sharing standards, care coordination protocols, designated leads for each organization for clinical collaboration, staff training topics and frequency.										
<b>Task</b> M1:7. Execute contracts only to participating organizations that are licensed or designated by OMH/OASAS to provide specific crisis services described in the New York State Medicaid state plan or Home and Community-Based Services benefit package.										
<b>Task</b> M1:8. Establish agreements for Psychiatric and Addiction Medicine consultation services to the crisis team that include specific response times consistent with New York State and local regulatory body guidance.										
<b>Task</b> M1:9. Identify and implement evidence-based tools, such as Zero Suicide Toolkit to assess risk and stabilize patients in crisis.										
<b>Task</b> M1:10. Hire peer and recovery specialists with defined job functions that include responsibilities such as, handoff to a warm line for callers who primarily present to crisis team with need for talk support.										
<b>Task</b> M1:11. In collaboration with the CCHLC and WCC, implement staff training program to train staff on: suicide risk assessment and interventions, safety planning, crisis stabilization and de-escalation techniques, motivational interviewing, working with police, working with peers, mental health first aid or other first-										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
responder interventions, cultural competency, health literacy, and community resources availability.										
<b>Task</b> M1:12. Collaborate with one local police department to evaluate the feasibility of starting programs like the Memphis Crisis Intervention Team (CIT) program.										
<b>Milestone #2</b> Establish clear linkages with Health Homes, ER and hospital services to develop and implement protocols for diversion of patients from emergency room and inpatient services.										
<b>Task</b> PPS has implemented diversion management protocol with PPS Hospitals (specifically Emergency Departments).										
<b>Task</b> M1:1. BH subcommittee/ED Triage sub-committees will review current community and hospital protocols for diversion of patients with behavioral health crisis from emergency room and inpatient services, as appropriate.										
<b>Task</b> M1:2. BH sub-committee/ED Triage committee will research successful evidence-based programs for diversion management.										
<b>Task</b> M1:3. BH sub-committee/ED Triage committee will draft updates to protocols, if necessary, for approval by CQAC.										
<b>Task</b> M1:4. Educate, train and provide resources, as needed, for successful implementation of diversion management protocol by sub-committee and PMO.										
<b>Task</b> M1:5. Develop and implement regional diversion management protocols with PPS emergency departments under the direction of the CQAC.										
<b>Task</b> M1:6. Survey stakeholders and additional service users for regular feedback and potential opportunities for improvement.										
<b>Task</b> M1:7. Monitor sustainability and outcomes of implemented diversion management protocol by PMO.										
<b>Milestone #3</b> Establish agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.										
<b>Task</b> PPS has engaged MCO in negotiating coverage of services under this project and/or MCO provides coverage for services in project.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.										
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors										
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.										
<b>Milestone #4</b> Develop written treatment protocols with consensus from participating providers and facilities.										
<b>Task</b> Regularly scheduled formal meetings are held to develop consensus on treatment protocols.										
<b>Task</b> Coordinated treatment care protocols are in place.										
<b>Task</b> M1:1. Convene a group of expert clinicians and specialists from participating organizations and establish regular meeting schedule to develop consensus on draft treatment protocols.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:2. Assess participating providers current treatment protocols and guidelines for review by the PPS expert panel.										
<b>Task</b> M1:3. Finalize draft treatment protocols developed with consensus from participating practitioners.										
<b>Task</b> M2:1. CQAC will review and approve the draft treatment protocols.										
<b>Task</b> M2:2. Establish transition of care protocol, which includes personal contact by crisis team member during transition in care within one week post-transition.										
<b>Task</b> M2:3. Develop protocols to assure timely documentation, including same day documentation, but no later than 48 hours after the event.										
<b>Task</b> M2:4. Develop and implement ongoing training materials for all appropriate staff to keep them current on policies, procedures and treatment protocols.										
<b>Task</b> M2:5. Monitor outcomes of developed protocols, with updates made as needed with approval by CQAC.										
<b>Milestone #5</b> Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.										
<b>Task</b> PPS includes at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services in provider network										
<b>Task</b> PPS evaluates access to psychiatric services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	7	7	7	7	7	7	7	7	7	7
<b>Task</b> M1:1. Establish agreements with at least one hospital with specialty inpatient psychiatric services and crisis-oriented psychiatric services.										
<b>Task</b> M1:2. Establish agreements with at least one hospital with specialty detoxification services.										
<b>Task</b> M1:3. Establish agreements with key PPS hospital emergency										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
departments, key PPS health homes providers, key PPS outpatient mental health and substance abuse providers.										
<b>Task</b> M2:1. Based on the Community Needs Assessments (CNA), service wait time reports, and hot-spot maps, evaluate access to PPS-wide psychiatric services, and identify improvement areas.										
<b>Task</b> M2:2. Identify areas of high need for pilot locations to potentially implement improvement steps in terms of access.										
<b>Task</b> M2:3. With approval of successful pilot, roll out improvement steps, working in collaboration with PPSs partners, to improve access.										
<b>Milestone #6</b> Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).										
<b>Task</b> PPS includes hospitals with observation unit or off campus crisis residence locations for crisis monitoring.										
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	7	7	7	7	7	7	7	7	7	7
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	21	21	21	21	21	21	21	21	21	21
<b>Task</b> PPS evaluates access to observation unit or off campus crisis residence services (in terms of community needs assessment, geographic access, wait times, and other measures), identifies improvement areas, and implements improvement steps.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> M1:1. Establish participation agreements with hospitals with observation units or off campus crisis residence locations for crisis monitoring.										
<b>Task</b> M2:1. Based on the information from Community Needs Assessments (CNA), evaluate access to PPS-wide crisis observation units or off campus crisis residence services, and identify gaps in available services.										
<b>Task</b> M2:2. Develop a comprehensive access assessment, including										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
access plans for psychiatric and crisis-oriented services, access improvement plans, and access reports based on geography and wait times.										
<b>Task</b> M2:3. Based on access assessment, identify PPS resources available to close gaps and improve access, reduce wait times and facilitate after-hours care.										
<b>Task</b> M2:4. Working in collaboration with PPS partners, implement improvement steps to improve access.										
<b>Milestone #7</b> Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.										
<b>Task</b> PPS includes mobile crisis teams to help meet crisis stabilization needs of the community.										
<b>Task</b> Coordinated evidence-based care protocols for mobile crisis teams are in place.										
<b>Task</b> M1:1. Establish agreements with regional mobile crisis teams to help meet crisis stabilization needs of the community										
<b>Task</b> M2:1. BH sub-committee to review current protocols for mobile crisis team, including ability to screen, provide crisis intervention and supportive counseling services, and to provide information, referrals and linkages to appropriate CBOs for on going treatment.										
<b>Task</b> M2:2. BH sub-committee to recommend updates to current protocols, as necessary, based on evidence-based protocols and guidelines.										
<b>Task</b> M2:3. Collaborate with community mobile crisis providers to implement regional protocols as necessary.										
<b>Task</b> M2:4. Provide support, training, education and resources as needed.										
<b>Task</b> M2:5. Monitor success of developed protocols, updates made as needed with approval by CQAC.										
<b>Milestone #8</b> Ensure that all PPS safety net providers have actively connected EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
clinical partners, including direct exchange (secure messaging), alerts and patient record look up by the end of Demonstration Year (DY) 3.										
<b>Task</b> EHR demonstrates integration of medical and behavioral health record within individual patient records.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	0	0	0	0	0
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	7	7	7	7	7	7	7	7	7	7
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> Alerts and secure messaging functionality are used to facilitate crisis intervention services.										
<b>Task</b> M1:1. In collaboration with TDMC, assess current capabilities of EHR systems across the participating provider organizations to determine their ability to integrate medical and behavioral health records within individual patient records.										
<b>Task</b> M1:2. Collaborate with EHR vendors and participating providers to outline functionality for integrated medical records within their current systems and incentivize providers to adopt these functions.										
<b>Task</b> M1:3. Completion/confirmation of an integrated health record at each participating organization.										
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:3. Work with participating providers not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M3:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate crisis intervention services.										
<b>Task</b> M3:2. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M3:3. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M3:4. Implement necessary technical and operational system changes needed to support the achievement of future state for use of alerts and secure messaging.										
<b>Milestone #9</b> Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.										
<b>Task</b> PPS has implemented central triage service among psychiatrists and behavioral health providers.										
<b>Task</b> M1:1. Assess current policies, procedures and resources related to triage services among participating behavioral health providers.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:2. Working with Psychiatrists and other Behavioral Health Providers, develop agreements for participating providers to establish/expand central triage services.										
<b>Task</b> M1:3. Finalize contracts with participating providers to be in agreement with policies, procedures and protocols after approval by CQAC.										
<b>Task</b> M1:4. Develop or update current protocols, if necessary, to augment central triage services to include: <ul style="list-style-type: none"> <li>• Access to Peer Warm-Lines</li> <li>• Decision-making tool that leads to clinically appropriate interventions</li> <li>• Ability to deploy staff rapidly</li> </ul>										
<b>Task</b> M1:5. Develop work plans for outreach, education and training regarding triage protocol and value of triage and diversion for: <ul style="list-style-type: none"> <li>• Psychiatrists &amp; Behavioral health providers</li> <li>• Law enforcement departments</li> <li>• Emergency responders, including police and EMT</li> <li>• Community shelters</li> <li>• Schools and universities</li> <li>• Nursing homes and other residential centers</li> <li>• Primary care providers</li> <li>• Consumer and advocacy groups</li> </ul>										
<b>Task</b> M1:6. Monitor success of triage service as well as sustainability by PMO.										
<b>Milestone #10</b> Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.										
<b>Task</b> PPS has created an active quality subcommittee that reports to PPS quality committee that is representative of medical and behavioral health staff and is specifically focused on integration of primary care and behavioral health services within practice sites and other behavioral health project initiatives. Note: Only one quality sub-committee is required for medical and behavioral health integration projects in Domain 3a.										
<b>Task</b> Quality committee identifies opportunities for quality improvement and use of rapid cycle improvement methodologies, develops implementation plans, and evaluates results of quality										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
improvement initiatives.										
<b>Task</b> PPS evaluates and creates action plans based on key quality metrics, to include applicable metrics listed in Attachment J Domain 3 Behavioral Health Metrics.										
<b>Task</b> PPS quality subcommittee conducts and/or reviews self-audits to ensure compliance with processes and procedures developed for this project.										
<b>Task</b> Service and quality outcome measures are reported to all stakeholders including PPS quality committee.										
<b>Task</b> M1:1. Establish a Behavioral Health (BH) sub-committee under the auspices of the Clinical and Quality Affairs (CQA) Committee.										
<b>Task</b> M1:2. Assure representation from key medical and behavioral health practitioners participating in behavioral health related projects.										
<b>Task</b> M1:3. CQAC will develop the charge for the BH sub-committee to oversee the effective implementation of goals and objectives of the BH projects.										
<b>Task</b> M2:1. BH sub-committee will define the desired future state for each BH project, incorporating many perspectives including patient populations, practitioners, PPS partners and others.										
<b>Task</b> M2:2. BH sub-committee will assist in the development of a plan to identify quality improvement opportunities and related operational changes at clinical sites for the successful implementation of elements of project plans.										
<b>Task</b> M2:3. Sub-committee will document quality improvement activities including: data collection, data analysis, identification and implementation of improvement activities using the PDSA methodology.										
<b>Task</b> M2:4. Monitor outcomes of developed plan, updates made as needed with approval by CQAC.										
<b>Task</b> M3:1. BH sub-committee will review all applicable BH metrics, including available baseline data.										
<b>Task</b> M3:2. Sub-committee will assist in prioritizing the key quality										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
metrics and the development of action plans to identify causative factors of outcomes, develop improvement strategies, support metric evaluation and facilitate milestone reporting for their respective projects over the duration of DSRIP.										
<b>Task</b> M3:3. Implement action plans and monitor ongoing progress making adjustments as necessary.										
<b>Task</b> M4:1. CQAC, in collaboration with vendor, will identify a medical record audit tool and auditing process, to ensure compliance with process and procedures developed.										
<b>Task</b> M4:2. As part of the participating provider agreement, AMCH PPS will ensure access to medical records for audit purposes.										
<b>Task</b> M4:3. The sub-committee will conduct a semi-annual review to ensure adherence to project-specific processes and procedures, QA/QI activities, and the achievement of project objectives.										
<b>Task</b> M5:1. The sub-committee will assist in the development of dashboards of quality metrics for ongoing performance improvement.										
<b>Task</b> M5:2. The sub-committee will provide quarterly updates to the AMCH PPS CQAC and other stakeholders on activities, results and next steps. Access to AMCH PPS web portal will be available in subsequent quarters for aggregated performance dashboards.										
<b>Milestone #11</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organization/practice to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										

**Prescribed Milestones Current File Uploads**

<b>Milestone Name</b>	<b>User ID</b>	<b>File Type</b>	<b>File Name</b>	<b>Description</b>	<b>Upload Date</b>
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No Records Found

**Prescribed Milestones Narrative Text**

<b>Milestone Name</b>	<b>Narrative Text</b>
Implement a crisis intervention program that, at a minimum, includes outreach, mobile crisis, and intensive crisis services.	
Establish clear linkages with Health Homes, ER and hospital services to develop and implement protocols for diversion of patients from emergency room and inpatient services.	
Establish agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.	
Develop written treatment protocols with consensus from participating providers and facilities.	
Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	
Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).	
Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.	
Ensure that all PPS safety net providers have actively connected	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up by the end of Demonstration Year (DY) 3.	
Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.	
Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.	
Use EHRs or other technical platforms to track all patients engaged in this project.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Ongoing	
Milestone #9	Pass & Ongoing	
Milestone #10	Pass & Ongoing	
Milestone #11	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.ii.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.a.ii.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Project 3.b.i – Evidence-based strategies for disease management in high risk/affected populations (adult only)**

**IPQR Module 3.b.i.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

There are several risks to this project, including the creation of evidence-based guidelines for disease management and obtaining provider buy-in. Changing care protocols will require the identification of physician champions to lead the initiatives and a significant number of providers will be required to adopt the established protocols. Many of these new care protocols will require additional staffing and training, which will be a cost born upon the organization. PCP and CBO participation is essential to make this project successful. It will also be imperative to get organizations to agree to open-access blood pressure measurements. Achieving NCQA 2014 Level 3 PCMH standards within the speed and scale constraints is a risk because of delays in patient attribution, opt-out, and related data issues.

This project also requires patient cooperation, which will be difficult to achieve. Relying on individual patients to actively participate in their care and be personally responsible for blood pressure measurements and self-management goals will be difficult. Finally, the inconsistency in technology from provider-to-provider will have to be reduced. Technology includes home monitoring equipment, which will require a coordinated effort to deploy and utilize.

The identified risks above can be mitigated through incentives, education, engagement, and innovative technology. In order to obtain provider, organization, PCP and CBO buy-in, incentives will be provided for the use of established care protocols. Physician champions will be offered additional stipends as leaders within the PPS. With new care guidelines, unnecessary ER visits could be reduced, thus decreasing the expenses to the participating MCOs. Patients will have to be educated and trained on proper use of equipment including home monitoring equipment. Providers will have to be diligent in their efforts to keep patients engaged. Finally, incentives will be provided to organizations that upgrade/update their technologies to be more in line with their PPS partners. To address PCMH certification timeline requirements, the PMO will expedite the learning collaborative and provide technical assistance to locations needing help and guidance in the certification process.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.b.i.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY2,Q2	7,179

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	1,612	56.15%	1,259	22.45%

Warning: Please note that your patients engaged to date does not meet your committed amount (2,871)

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
mcintyc	Report(s)	1_null_1_2_20151030142652_AMCH 3.B.I FINAL FOR MAPP UPLOAD.xlsx	AMCH PPS 3.B.I. Patient Engagement Speed	10/30/2015 02:27 PM

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Fail	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.b.i.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
<b>Milestone #1</b> Implement program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.	Project	N/A	In Progress	09/07/2015	09/30/2017	09/07/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has implemented program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.	Project		In Progress	09/07/2015	09/30/2017	09/07/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. Identify key stakeholders and participating provider organizations critical for successful project implementation.	Project		In Progress	09/07/2015	09/30/2017	09/07/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:2. Create a PPS wide project sub-committee with representation from key stakeholders to oversee the project implementation.	Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:3. Survey key stakeholders to assess current use and adherence to guideline-concordant care, range of services provided, and referral mechanisms.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Working in collaboration with the project sub-committee and clinical experts across PPS, develop a draft document defining the future state for the management of cardiovascular disease utilizing evidence-based strategies.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:5. Submit the draft future state document to Clinical and Quality Affairs committee for review and approval.	Project		In Progress	11/23/2015	12/31/2015	11/23/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:6. Identify a participating provider organization located in a geographic area with high burden of cardiovascular disease across the PPS region and finalize agreements for piloting the new model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:7. Complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with the practice team, develop an action plan for the implementation of the new model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Implement the approved action plan at the pilot participating provider site utilizing the PDSA approach.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Monitor ongoing performance, analyze clinical and operational outcomes and identify timelines/practice sites for spread of successful tests of change.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:10. Implement PPS-wide CVD management program based on successful PDSA identified in steps 6-9.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #2</b> Ensure that all PPS safety net providers are actively connected to EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up, by the end of DY 3.	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Mental Health	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> PPS uses alerts and secure messaging functionality.	Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS wide future state connectivity model.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, Hospitals, specialists and PCMH site.	Project		In Progress	12/05/2015	06/27/2016	12/05/2015	06/27/2016	06/30/2016	DY2 Q1
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts and secure messaging across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	Project	N/A	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).	Project		In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2018	10/05/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Develop practice specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.	Project		In Progress	10/19/2015	03/31/2018	10/19/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
Level 3 PCMH recognition or APCM.									
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.	Project		In Progress	12/07/2015	03/31/2018	12/07/2015	03/31/2018	03/31/2018	DY3 Q4
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:9. Track site specific certification to assure all participating safety-net providers become Level 3 PCMH certified or APCM.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Use EHRs or other technical platforms to track all patients engaged in this project.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective population health management across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organization/practice to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Use the EHR to prompt providers to complete the 5 A's of tobacco control (Ask, Assess, Advise, Assist, and Arrange).	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has implemented an automated scheduling system to facilitate tobacco control protocols.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS provides periodic training to staff to incorporate the use of EHR to prompt the use of 5 A's of tobacco control.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt providers to complete the 5 A's of tobacco control.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Define guidelines for required tobacco control prompts in participating safety-net EHR systems.	Project		In Progress	10/05/2015	10/30/2015	10/05/2015	10/30/2015	12/31/2015	DY1 Q3
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.									
<b>Task</b> M1:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Create training protocols and education participating providers about using the EHR to document the 5 A's of tobacco control.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Use these training protocols to provide periodic clinician and staff training at the practice level to make effective use of the new CDSS features in EHR to prompt the use of 5 A's of tobacco control.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #6</b> Adopt and follow standardized treatment protocols for hypertension and elevated cholesterol.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Practice has adopted treatment protocols aligned with national guidelines, such as the National Cholesterol Education Program (NCEP) or US Preventive Services Task Force (USPSTF).	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. The CQAC will oversee the implementation of evidence-based strategies for the management of CVD in high-risk individuals. Ensure clinician representation from key primary care and specialist practices across AMCH PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Complete a gap-analysis utilizing the current treatment protocols and defined future state, creating an implementation plan by provider and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. The CQAC, in collaboration with partners will review protocols outlined in national guidelines such as National Cholesterol Education Program (NCEP) and/or U.S. Preventive Services Task Force (USPSTF). Draft a PPS-wide policy for	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
clinical practice guidelines and treatment protocols for hypertension and high cholesterol.									
<b>Task</b> M1:4. The CQAC will review and approve policies and treatment guidelines prior to dissemination.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Using a PDSA approach, pilot policies and treatment guidelines at one or more selected sites to field-test feasibility and adoptability at the provider level.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Adopt standardized clinical protocols for the management of hypertension and high cholesterol across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Evaluate adherence to the treatment protocols and align incentives as necessary to improve adoption.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #7</b> Develop care coordination teams including use of nursing staff, pharmacists, dieticians and community health workers to address lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy and confidence in self-management.	Project	N/A	In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Clinically Interoperable System is in place for all participating providers.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Care coordination teams are in place and include nursing staff, pharmacists, dieticians, community health workers, and Health Home care managers where applicable.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Care coordination processes are in place.	Project		In Progress	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Perform current state assessment of the IT and Clinical Information Systems (CIS) available at participating provider organizations.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Identify participating sites that utilize a care coordination team from the current state assessment.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Identify opportunities to enhance care coordination through additional staffing, processes, shared care plans, patient	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
self-management training.									
<b>Task</b> M1:4. Utilizing the IT-TOM pilot experience, design the PPS-wide future state CIS integration.	Project		In Progress	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
<b>Task</b> M1:5. Identify standardized toolkits to support care coordination efforts across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Submit the draft future state of partners in relation to CIS connectivity, utilizing the current state assessment.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan by provider and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. CQAC and TDMC will oversee the development and implementation of the action plan to ensure a Clinically Interoperable System is in place in order to share information and ongoing metrics with team members. Ensure key representation from identified providers and partners on these committees.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Monitor progress on the effectiveness of the connectivity and its ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up to support timely care management decisions.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Based on best practice models, the CQAC along with the PMO will define and develop appropriate care coordination/care management models to support a patient-centered approach. Ensure clinician representation from key primary care and specialist practices across AMCH PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Collaborate with Workforce Coordinating Council to identify existing/future staffing resources required for an effective implementation of the new care coordination/care management model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Identify a network of an actively engaged practice and community-based organizations to pilot the new care	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
coordination/care management model for managing hypertension.									
<b>Task</b> M2:4. Create a multi-disciplinary team comprising of nursing staff, pharmacists, dieticians, community health workers and Health Home care managers as appropriate linked to the pilot sites.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Based on the successful pilots, expand the team approach for care management and coordination to other participating safety-net providers as appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Identify and evaluate existing care coordination/care management processes within the participating organizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:2. Develop and implement policies and procedures to support and sustain effective care coordination/care management across participating practitioner organizations for managing CVD.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. Identify a network of an actively engaged practice and community-based organizations to pilot the new care coordination/care management model for managing CVD.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Develop an action plan, including an assessment of lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy, and confidence in self-management, to pilot the new care coordination model for patients with CVD across the pilot sites.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:5. At the pilot practice sites, identify the appropriate patient population for care coordination/care management and assign them to identified care coordination/management teams for ongoing care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:6. Conduct PDSAs to define effective and sustainable changes for expansion to other participating entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:7. Implement processes to assure lifestyle changes, medication adherence, health literacy issues, and patient self-	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
efficacy, and confidence in self-management to achieve improved clinical outcomes, such as BP control.									
<b>Task</b> M3:8. Provide training to participating sites to ensure processes are supported and understood by staff as necessary.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:9. Expand care management processes across the PPS as necessary and appropriate, to include at least 80% of participating PCPs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #8</b> Provide opportunities for follow-up blood pressure checks without a copayment or advanced appointment.	Project	N/A	In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> All primary care practices in the PPS provide follow-up blood pressure checks without copayment or advanced appointments.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. Assess current policy and procedures at participating practices related to timely and effective follow-up of patients with hypertension.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Identify a pilot site and determine required changes to policy and procedures, system and workflow issues required to establish an open access model for timely follow-up of BP.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Implement open access and elimination of copays in collaboration with pilot site administration and medical staff.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Working with TDMC, identify patient registries to support patient reminders for follow-up blood pressure checks. Implement patient registries and identify opportunities for collaboration with CBOs and community resources for follow-up blood pressure checks.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Coordinate with pharmacies to increase patient awareness of "Million Hearts™ Team Up. Pressure Down." education program.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Provide health coaching/aid in self management goals, (i.e. blood pressure journals and medication tracker wallet card).	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:7. Expand pilot to include participating primary care sites by creating open access and elimination of copays for BP checks.									
<b>Milestone #9</b> Ensure that all staff involved in measuring and recording blood pressure are using correct measurement techniques and equipment.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has protocols in place to ensure blood pressure measurements are taken correctly with the correct equipment.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Project sub-committee or CQAC will define best practices and develop policy and procedures for taking accurate blood pressure measurements at all participating practitioner sites.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Ensure availability of correct equipment at all locations, evaluate current workflows and implement new processes supported by appropriate staff training on accurate blood pressure measurement and documentation by applicable staff.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Assure ongoing staff competencies for accurate measurement of blood pressure by direct observation, frequent assessment, and training.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #10</b> Identify patients who have repeated elevated blood pressure readings in the medical record but do not have a diagnosis of hypertension and schedule them for a hypertension visit.	Project	N/A	In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS uses a patient stratification system to identify patients who have repeated elevated blood pressure but no diagnosis of hypertension.	Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS has implemented an automated scheduling system to facilitate scheduling of targeted hypertension patients.	Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> PPS provides periodic training to staff to ensure effective patient identification and hypertension visit scheduling.	Project		In Progress	10/05/2015	09/30/2017	10/05/2015	09/30/2017	09/30/2017	DY3 Q2
<b>Task</b> M1:1. TDMC will survey participating providers to assess system capabilities and processes regarding BP measurement. Survey results will inform the PMO regarding the feasibility of patient	Project		In Progress	10/05/2015	06/30/2016	10/05/2015	06/30/2016	06/30/2016	DY2 Q1



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
registries by site that can identify and stratify patients who have repeated elevated blood pressure readings but do not have a diagnosis of hypertension.									
<b>Task</b> M1:2. At one pilot site, generate a list of patients with elevated blood pressure readings who do not have a diagnosis of hypertension. Validate the accuracy of the list with a review of sample of medical records.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Assist practices without effective patient registries to acquire system capabilities for patient stratification.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt staff to schedule targeted hypertension patients for follow up.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Define guidelines for required hypertension control prompts in participating safety-net EHR systems.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Provide periodic staff training and feedback at the practice level to make effective use of the Clinical Decision Support System features in EHR to identify and schedule patients who need a hypertension visit.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:2. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #11</b> Prescribe once-daily regimens or fixed-dose combination pills	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
when appropriate.									
<b>Task</b> PPS has protocols in place for determining preferential drugs based on ease of medication adherence where there are no other significant non-differentiating factors.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Project subcommittee, in collaboration with hypertension specialists, will develop clinical algorithms for medication management of hypertension with particular emphasis on once-daily regimens or fixed-dose combination pills when appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Determine the current status of the above regimens in payor and provider formularies, as well as the ease of prescribing in various EMRs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. CQAC will review and approve the clinical algorithm for medication management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Clinical leaders at participating practices will assume responsibilities for implementation of medication management guidelines at their facilities. When medication regimens are modified, adherence is reassessed to determine patient compliance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Collaborate across the PPS to advocate for MCO formularies that align with recommended clinical medication algorithms, including preferred once-daily or fixed-dose combination pills without medication limitations or need for prior authorizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Implement continuous quality improvement processes to assure consistent adherence to the new medication management guidelines by all practitioners at the participating practices.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #12</b> Document patient driven self-management goals in the medical record and review with patients at each visit.	Project	N/A	In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Self-management goals are documented in the clinical record.	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b>	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
PPS provides periodic training to staff on person-centered methods that include documentation of self-management goals.									
<b>Task</b> M1:1. Clinical leaders will assure the development of systems required for self-management plans. These plans will be documented by practice team members in collaboration with patients/families/caregivers, as appropriate.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Clinical leaders at participating practices will assure implementation of required workflow changes to support consistent documentation of patient self-management goals in clinical records and review with patients at each visit.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Provide clinician and staff training at initial orientation and annually on person-centered methods that include documentation of self-management goals within the EHR.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2: Develop role specific competency standards for each staff member and implement processes for evaluating staff competencies annually.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #13</b> Follow up with referrals to community based programs to document participation and behavioral and health status changes.	Project	N/A	In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS has developed referral and follow-up process and adheres to process.	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS provides periodic training to staff on warm referral and follow-up process.	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Agreements are in place with community-based organizations and process is in place to facilitate feedback to and from community organizations.	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. Develop and implement PPS wide policies and procedures	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
for referrals to community based programs and tracking referrals.									
<b>Task</b> M1:2. Identify and establish appropriate formal and informal agreements with community based organizations to facilitate timely access to services and feedback on the status of the referral.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Participating practices will implement required workflow changes, staff training and information technology infrastructure to support operationalization of policies and procedures.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Implement PDSA and Rapid Cycle Improvement processes to monitor and continuously improve referral process and outcomes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Develop "Warm referral" protocol and annual clinician and staff training at the participating practice level on the new protocol and active tracking.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Provide training on a periodic basis to appropriate clinical and non-clinical staff across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Develop specific participation agreements to incentivize participation from community based organizations in a standardized feedback process.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:2. Execute participation agreements with targeted specific CBOs identified as participants in this project.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. Develop ongoing processes to facilitate ongoing communication between various practice-based and community-based providers to support an integrated approach to managing patient's hypertension.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Review and, if necessary, update, agreements annually.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #14</b> Develop and implement protocols for home blood pressure monitoring with follow up support.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has developed and implemented protocols for home blood pressure monitoring.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS provides follow up to support to patients with ongoing blood pressure monitoring, including equipment evaluation and follow-up if blood pressure results are abnormal.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS provides periodic training to staff on warm referral and follow-up process.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. CQAC will develop and approves protocols for implementation of home blood pressure monitoring with follow-up support for appropriate patients identified by clinicians across the participating practitioner organizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Utilizing a PDSA cycle, the CQAC and Clinical leaders will identify a pilot location and implement protocols to provide appropriate follow-up clinical support for patients who self-monitor their blood pressure.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Staff will be identified and trained on how patients should be taught to self-monitor their blood pressure.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Based on the success of the pilot, protocols will be rolled-out to participating providers for implementation of appropriate follow-up clinical support for patients who self-monitor their blood pressure.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. CQAC will identify sites demonstrating best practices using data reports and dashboards to be shared with practitioners on self-measured blood pressure monitoring with follow-up clinical support model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Implement PDSA and Rapid Cycle Improvement processes to continuously monitor changes in blood pressure control rates.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:1. CQAC and clinical leaders at participating practices will identify and implement protocols to provide appropriate follow-up clinical support for patients who self-monitor their blood pressure.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:2. Assist participating practitioners in identifying the appropriate type/s of follow-up clinical support to support their patients who self-monitor their blood pressure.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:3. Assist participating practitioners to identify support staff resources who can teach patients how to use monitors, validate devices, and review action plans and blood pressure logs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Data analysis will be conducted to establish baseline BP measures, track and monitor changes to baseline.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:5. Based on pilot sites identified above, additional patients and sites will be added to the home monitoring program as identified by PCPs across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:6. Consistent with manufacturer specifications routinely evaluate the accuracy of home monitoring equipment to ensure that readings are complete accurate and recorded correctly.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:7. Working with the care team, assess self-reports to determine accuracy and completeness of home monitoring data for clinical evaluation purposes, and record standardized information in the EHR.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:1. Develop "warm referral" protocol and annual clinician and staff training at the participating practice level on the new protocol and active tracking.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:2. Provide training on a periodic basis to appropriate clinical and non-clinical staff across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #15</b> Generate lists of patients with hypertension who have not had a recent visit and schedule a follow up visit.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has implemented an automated scheduling system to facilitate scheduling of targeted hypertension patients.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt staff to schedule targeted hypertension patients for follow up.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Define guidelines for required hypertension control prompts in participating safety-net EHR systems.	Project		In Progress	10/05/2015	10/30/2015	10/05/2015	10/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #16</b> Facilitate referrals to NYS Smoker's Quitline.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has developed referral and follow-up process and adheres to process.	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Identify current referral rates to NYS Quit line and follow-up policies and procedures.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Develop and implement PPS wide policy, procedures and action plan for referrals to NYS Smoker's Quit line.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Utilize EHR reporting to ensure adherence and sustainability to changes in referral and follow-up processes.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #17</b> Perform additional actions including "hot spotting" strategies in	Project	N/A	In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
high risk neighborhoods, linkages to Health Homes for the highest risk population, group visits, and implementation of the Stanford Model for chronic diseases.									
<b>Task</b> If applicable, PPS has Implemented collection of valid and reliable REAL (Race, Ethnicity, and Language) data and uses the data to target high risk populations, develop improvement plans, and address top health disparities.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> If applicable, PPS has established linkages to health homes for targeted patient populations.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> If applicable, PPS has implemented Stanford Model through partnerships with community-based organizations.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. Collect and analyze valid and reliable REAL data to risk stratify targeted high risk populations.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Develop improvement and training activities to improve clinical outcomes and address health disparities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Implement continuous quality improvement strategies to improve processes and workflows and assess the effectiveness of the process.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Create a list of participating health home providers in the PPS network who serve the targeted patient populations.	Project		In Progress	10/05/2015	10/30/2015	10/05/2015	10/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Assess the current capabilities of participating health home providers for community care coordination and linkages to Patient Centered Medical Homes.	Project		In Progress	11/02/2015	12/31/2015	11/02/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:3. Establish contractual agreements, if appropriate, with health home providers for care coordination and linkages to Patient Centered Medical Homes.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M3:1. Identify community-based organizations providing Stanford Model program to support self-management by patients with hypertension and elevated cholesterol.	Project		In Progress	10/05/2015	10/31/2015	10/05/2015	10/31/2015	12/31/2015	DY1 Q3
<b>Task</b>	Project		In Progress	11/02/2015	01/29/2016	11/02/2015	01/29/2016	03/31/2016	DY1 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M3:2. Collaborate with identified community-based organizations to strengthen their existing capacity to expand access to Stanford Model for high-risk population with chronic illnesses.									
<b>Task</b> M3:3. Establish referral agreements between participating practitioners and CBOs for referral to Stanford Model training program.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Establish contractual agreements with CBOs to provide ongoing training to participating providers and staff on Stanford Model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #18</b> Adopt strategies from the Million Hearts Campaign.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	Provider	Practitioner - Non-Primary Care Provider (PCP)	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	Provider	Mental Health	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Develop, working in collaboration with the project sub-committee and clinical experts across PPS, a draft document highlighting strategies of the Million Hearts Campaign, including the Hypertension Change Package.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Based on best practice models, the CQAC will develop appropriate care coordination/care management models to support a patient-centered approach to managing hypertension.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. CQAC will develop protocols for implementation of home blood pressure monitoring with follow-up support for patients identified by clinicians across the participating practitioner organizations. (see milestone 14)	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
M1:4. Monitor effectiveness of tobacco use screening, cessation interventions and treatment using MU reports at the provider level.									
<b>Task</b> M1:5. Provide ongoing training and make recommendations, as needed, to participating providers and staff on Million Hearts Campaign principles and initiatives, as well as best methods to track outcomes and quality indicators to ensure success.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #19</b> Form agreements with the Medicaid Managed Care organizations serving the affected population to coordinate services under this project.	Project	N/A	In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS has agreement in place with MCO related to coordination of services for high risk populations, including smoking cessation services, hypertension screening, cholesterol screening, and other preventive services relevant to this project.	Project		In Progress	09/30/2016	09/30/2016	09/30/2016	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends,	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
performance issues, and payment reform during monthly meetings with managed care organizations.									
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #20</b> Engage a majority (at least 80%) of primary care providers in this project.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS has engaged at least 80% of their PCPs in this activity.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Based on updated attribution lists, community needs assessments, and other data the PMO will ensure that appropriate safety-net PCPs are added to the PPS during OE periods. The inclusion of additional PCPs will assist in patient engagement to reach the 80% threshold.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:2. Establish contractual agreements with participating primary care organizations to assure engagement of at least 80% of their primary care practitioners in this project.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:3. Track primary care practitioner engagement in the project on an ongoing basis to assure contractual agreements are met.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> Implement program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.										
<b>Task</b> PPS has implemented program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:1. Identify key stakeholders and participating provider organizations critical for successful project implementation.										
<b>Task</b> M1:2. Create a PPS wide project sub-committee with representation from key stakeholders to oversee the project implementation.										
<b>Task</b> M1:3. Survey key stakeholders to assess current use and adherence to guideline-concordant care, range of services provided, and referral mechanisms.										
<b>Task</b> M1:4. Working in collaboration with the project sub-committee and clinical experts across PPS, develop a draft document defining the future state for the management of cardiovascular disease utilizing evidence-based strategies.										
<b>Task</b> M1:5. Submit the draft future state document to Clinical and Quality Affairs committee for review and approval.										
<b>Task</b> M1:6. Identify a participating provider organization located in a geographic area with high burden of cardiovascular disease across the PPS region and finalize agreements for piloting the new model.										
<b>Task</b> M1:7. Complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with the practice team, develop an action plan for the implementation of the new model.										
<b>Task</b> M1:8. Implement the approved action plan at the pilot participating provider site utilizing the PDSA approach.										
<b>Task</b> M1:9. Monitor ongoing performance, analyze clinical and operational outcomes and identify timelines/practice sites for spread of successful tests of change.										
<b>Task</b> M1:10. Implement PPS-wide CVD management program based on successful PDSA identified in steps 6-9.										
<b>Milestone #2</b> Ensure that all PPS safety net providers are actively connected to EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up, by the end of DY 3.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	33	33	33	33	33
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	0	54	54	54	54	54
<b>Task</b> PPS uses alerts and secure messaging functionality.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
messages to facilitate timely care coordination and management.										
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, Hospitals, specialists and PCMH site.										
<b>Task</b> M2:3: Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts and secure messaging across the PPS.										
<b>Milestone #3</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	0	0	0	0	50	494	494	494	494	494
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop practice specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M2:1. Establish a project sub-committee with representation from										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.										
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M2:9. Track site specific certification to assure all participating safety-net providers become Level 3 PCMH certified or APCM.										
<b>Milestone #4</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective population health management across PPS entities.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organization/practice to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										
<b>Milestone #5</b> Use the EHR to prompt providers to complete the 5 A's of tobacco control (Ask, Assess, Advise, Assist, and Arrange).										
<b>Task</b> PPS has implemented an automated scheduling system to facilitate tobacco control protocols.										
<b>Task</b> PPS provides periodic training to staff to incorporate the use of EHR to prompt the use of 5 A's of tobacco control.										
<b>Task</b> M1:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt providers to complete the 5 A's of tobacco control.										
<b>Task</b> M1:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.										
<b>Task</b> M1:3. Define guidelines for required tobacco control prompts in participating safety-net EHR systems.										
<b>Task</b> M1:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.										
<b>Task</b> M1:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:1. Create training protocols and education participating providers about using the EHR to document the 5 A's of tobacco control.										
<b>Task</b> M2:2. Use these training protocols to provide periodic clinician and staff training at the practice level to make effective use of the new CDSS features in EHR to prompt the use of 5 A's of tobacco control.										
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #6</b> Adopt and follow standardized treatment protocols for hypertension and elevated cholesterol.										
<b>Task</b> Practice has adopted treatment protocols aligned with national guidelines, such as the National Cholesterol Education Program (NCEP) or US Preventive Services Task Force (USPSTF).										
<b>Task</b> M1:1. The CQAC will oversee the implementation of evidence-based strategies for the management of CVD in high-risk individuals. Ensure clinician representation from key primary care and specialist practices across AMCH PPS.										
<b>Task</b> M1:2. Complete a gap-analysis utilizing the current treatment protocols and defined future state, creating an implementation plan by provider and a phased roll-out.										
<b>Task</b> M1:3. The CQAC, in collaboration with partners will review protocols outlined in national guidelines such as National Cholesterol Education Program (NCEP) and/or U.S. Preventive Services Task Force (USPSTF). Draft a PPS-wide policy for clinical practice guidelines and treatment protocols for hypertension and high cholesterol.										
<b>Task</b> M1:4. The CQAC will review and approve policies and treatment guidelines prior to dissemination.										
<b>Task</b> M1:5. Using a PDSA approach, pilot policies and treatment guidelines at one or more selected sites to field-test feasibility and adoptability at the provider level.										
<b>Task</b> M1:6. Adopt standardized clinical protocols for the management of hypertension and high cholesterol across the PPS.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:7. Evaluate adherence to the treatment protocols and align incentives as necessary to improve adoption.										
<b>Milestone #7</b> Develop care coordination teams including use of nursing staff, pharmacists, dieticians and community health workers to address lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy and confidence in self-management.										
<b>Task</b> Clinically Interoperable System is in place for all participating providers.										
<b>Task</b> Care coordination teams are in place and include nursing staff, pharmacists, dieticians, community health workers, and Health Home care managers where applicable.										
<b>Task</b> Care coordination processes are in place.										
<b>Task</b> M1:1. Perform current state assessment of the IT and Clinical Information Systems (CIS) available at participating provider organizations.										
<b>Task</b> M1:2. Identify participating sites that utilize a care coordination team from the current state assessment.										
<b>Task</b> M1:3. Identify opportunities to enhance care coordination through additional staffing, processes, shared care plans, patient self-management training.										
<b>Task</b> M1:4. Utilizing the IT-TOM pilot experience, design the PPS-wide future state CIS integration.										
<b>Task</b> M1:5. Identify standardized toolkits to support care coordination efforts across the PPS.										
<b>Task</b> M1:6. Submit the draft future state of partners in relation to CIS connectivity, utilizing the current state assessment.										
<b>Task</b> M1:7. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan by provider and a phased roll-out.										
<b>Task</b> M1:8. CQAC and TDMC will oversee the development and implementation of the action plan to ensure a Clinically Interoperable System is in place in order to share information and ongoing metrics with team members. Ensure key										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
representation from identified providers and partners on these committees.										
<b>Task</b> M1:9. Monitor progress on the effectiveness of the connectivity and its ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up to support timely care management decisions.										
<b>Task</b> M2:1. Based on best practice models, the CQAC along with the PMO will define and develop appropriate care coordination/care management models to support a patient-centered approach. Ensure clinician representation from key primary care and specialist practices across AMCH PPS.										
<b>Task</b> M2:2. Collaborate with Workforce Coordinating Council to identify existing/future staffing resources required for an effective implementation of the new care coordination/care management model.										
<b>Task</b> M2:3. Identify a network of an actively engaged practice and community-based organizations to pilot the new care coordination/care management model for managing hypertension.										
<b>Task</b> M2:4. Create a multi-disciplinary team comprising of nursing staff, pharmacists, dieticians, community health workers and Health Home care managers as appropriate linked to the pilot sites.										
<b>Task</b> M2:5. Based on the successful pilots, expand the team approach for care management and coordination to other participating safety-net providers as appropriate.										
<b>Task</b> M3:1. Identify and evaluate existing care coordination/care management processes within the participating organizations.										
<b>Task</b> M3:2. Develop and implement policies and procedures to support and sustain effective care coordination/care management across participating practitioner organizations for managing CVD.										
<b>Task</b> M3:3. Identify a network of an actively engaged practice and community-based organizations to pilot the new care coordination/care management model for managing CVD.										
<b>Task</b> M3:4. Develop an action plan, including an assessment of lifestyle changes, medication adherence, health literacy issues,										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
and patient self-efficacy, and confidence in self-management, to pilot the new care coordination model for patients with CVD across the pilot sites.										
<b>Task</b> M3:5. At the pilot practice sites, identify the appropriate patient population for care coordination/care management and assign them to identified care coordination/management teams for ongoing care management.										
<b>Task</b> M3:6. Conduct PDSAs to define effective and sustainable changes for expansion to other participating entities.										
<b>Task</b> M3:7. Implement processes to assure lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy, and confidence in self-management to achieve improved clinical outcomes, such as BP control.										
<b>Task</b> M3:8. Provide training to participating sites to ensure processes are supported and understood by staff as necessary.										
<b>Task</b> M3:9. Expand care management processes across the PPS as necessary and appropriate, to include at least 80% of participating PCPs.										
<b>Milestone #8</b> Provide opportunities for follow-up blood pressure checks without a copayment or advanced appointment.										
<b>Task</b> All primary care practices in the PPS provide follow-up blood pressure checks without copayment or advanced appointments.	0	0	0	0	50	494	494	494	494	494
<b>Task</b> M1:1. Assess current policy and procedures at participating practices related to timely and effective follow-up of patients with hypertension.										
<b>Task</b> M1:2. Identify a pilot site and determine required changes to policy and procedures, system and workflow issues required to establish an open access model for timely follow-up of BP.										
<b>Task</b> M1:3. Implement open access and elimination of copays in collaboration with pilot site administration and medical staff.										
<b>Task</b> M1:4. Working with TDMC, identify patient registries to support patient reminders for follow-up blood pressure checks. Implement patient registries and identify opportunities for collaboration with CBOs and community resources for follow-up blood pressure checks.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:5. Coordinate with pharmacies to increase patient awareness of "Million Hearts™ Team Up. Pressure Down." education program.										
<b>Task</b> M1:6. Provide health coaching/aid in self management goals, (i.e. blood pressure journals and medication tracker wallet card).										
<b>Task</b> M1:7. Expand pilot to include participating primary care sites by creating open access and elimination of copays for BP checks.										
<b>Milestone #9</b> Ensure that all staff involved in measuring and recording blood pressure are using correct measurement techniques and equipment.										
<b>Task</b> PPS has protocols in place to ensure blood pressure measurements are taken correctly with the correct equipment.										
<b>Task</b> M1:1. Project sub-committee or CQAC will define best practices and develop policy and procedures for taking accurate blood pressure measurements at all participating practitioner sites.										
<b>Task</b> M1:2. Ensure availability of correct equipment at all locations, evaluate current workflows and implement new processes supported by appropriate staff training on accurate blood pressure measurement and documentation by applicable staff.										
<b>Task</b> M1:3. Assure ongoing staff competencies for accurate measurement of blood pressure by direct observation, frequent assessment, and training.										
<b>Milestone #10</b> Identify patients who have repeated elevated blood pressure readings in the medical record but do not have a diagnosis of hypertension and schedule them for a hypertension visit.										
<b>Task</b> PPS uses a patient stratification system to identify patients who have repeated elevated blood pressure but no diagnosis of hypertension.										
<b>Task</b> PPS has implemented an automated scheduling system to facilitate scheduling of targeted hypertension patients.										
<b>Task</b> PPS provides periodic training to staff to ensure effective patient identification and hypertension visit scheduling.										
<b>Task</b> M1:1. TDMC will survey participating providers to assess system										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
capabilities and processes regarding BP measurement. Survey results will inform the PMO regarding the feasibility of patient registries by site that can identify and stratify patients who have repeated elevated blood pressure readings but do not have a diagnosis of hypertension.										
<b>Task</b> M1:2. At one pilot site, generate a list of patients with elevated blood pressure readings who do not have a diagnosis of hypertension. Validate the accuracy of the list with a review of sample of medical records.										
<b>Task</b> M1:3. Assist practices without effective patient registries to acquire system capabilities for patient stratification.										
<b>Task</b> M2:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt staff to schedule targeted hypertension patients for follow up.										
<b>Task</b> M2:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.										
<b>Task</b> M2:3. Define guidelines for required hypertension control prompts in participating safety-net EHR systems.										
<b>Task</b> M2:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.										
<b>Task</b> M2:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.										
<b>Task</b> M3:1. Provide periodic staff training and feedback at the practice level to make effective use of the Clinical Decision Support System features in EHR to identify and schedule patients who need a hypertension visit.										
<b>Task</b> M3:2: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #11</b> Prescribe once-daily regimens or fixed-dose combination pills when appropriate.										
<b>Task</b> PPS has protocols in place for determining preferential drugs based on ease of medication adherence where there are no										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
other significant non-differentiating factors.										
<b>Task</b> M1:1. Project subcommittee, in collaboration with hypertension specialists, will develop clinical algorithms for medication management of hypertension with particular emphasis on once-daily regimens or fixed-dose combination pills when appropriate.										
<b>Task</b> M1:2. Determine the current status of the above regimens in payor and provider formularies, as well as the ease of prescribing in various EMRs.										
<b>Task</b> M1:3. CQAC will review and approve the clinical algorithm for medication management.										
<b>Task</b> M1:4. Clinical leaders at participating practices will assume responsibilities for implementation of medication management guidelines at their facilities. When medication regimens are modified, adherence is reassessed to determine patient compliance.										
<b>Task</b> M1:5. Collaborate across the PPS to advocate for MCO formularies that align with recommended clinical medication algorithms, including preferred once-daily or fixed-dose combination pills without medication limitations or need for prior authorizations.										
<b>Task</b> M1:6. Implement continuous quality improvement processes to assure consistent adherence to the new medication management guidelines by all practitioners at the participating practices.										
<b>Milestone #12</b> Document patient driven self-management goals in the medical record and review with patients at each visit.										
<b>Task</b> Self-management goals are documented in the clinical record.										
<b>Task</b> PPS provides periodic training to staff on person-centered methods that include documentation of self-management goals.										
<b>Task</b> M1:1. Clinical leaders will assure the development of systems required for self-management plans. These plans will be documented by practice team members in collaboration with patients/families/caregivers, as appropriate.										
<b>Task</b> M1:2. Clinical leaders at participating practices will assure implementation of required workflow changes to support										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
consistent documentation of patient self-management goals in clinical records and review with patients at each visit.										
<b>Task</b> M2:1. Provide clinician and staff training at initial orientation and annually on person-centered methods that include documentation of self-management goals within the EHR.										
<b>Task</b> M2:2: Develop role specific competency standards for each staff member and implement processes for evaluating staff competencies annually.										
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #13</b> Follow up with referrals to community based programs to document participation and behavioral and health status changes.										
<b>Task</b> PPS has developed referral and follow-up process and adheres to process.										
<b>Task</b> PPS provides periodic training to staff on warm referral and follow-up process.										
<b>Task</b> Agreements are in place with community-based organizations and process is in place to facilitate feedback to and from community organizations.										
<b>Task</b> M1:1. Develop and implement PPS wide policies and procedures for referrals to community based programs and tracking referrals.										
<b>Task</b> M1:2. Identify and establish appropriate formal and informal agreements with community based organizations to facilitate timely access to services and feedback on the status of the referral.										
<b>Task</b> M1:3. Participating practices will implement required workflow changes, staff training and information technology infrastructure to support operationalization of policies and procedures.										
<b>Task</b> M1:4. Implement PDSA and Rapid Cycle Improvement processes to monitor and continuously improve referral process and outcomes.										
<b>Task</b> M2:1. Develop "Warm referral" protocol and annual clinician and										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
staff training at the participating practice level on the new protocol and active tracking.										
<b>Task</b> M2:2. Provide training on a periodic basis to appropriate clinical and non-clinical staff across the PPS.										
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Task</b> M3:1. Develop specific participation agreements to incentivize participation from community based organizations in a standardized feedback process.										
<b>Task</b> M3:2. Execute participation agreements with targeted specific CBOs identified as participants in this project.										
<b>Task</b> M3:3. Develop ongoing processes to facilitate ongoing communication between various practice-based and community-based providers to support an integrated approach to managing patient's hypertension.										
<b>Task</b> M3:4. Review and, if necessary, update, agreements annually.										
<b>Milestone #14</b> Develop and implement protocols for home blood pressure monitoring with follow up support.										
<b>Task</b> PPS has developed and implemented protocols for home blood pressure monitoring.										
<b>Task</b> PPS provides follow up to support to patients with ongoing blood pressure monitoring, including equipment evaluation and follow-up if blood pressure results are abnormal.										
<b>Task</b> PPS provides periodic training to staff on warm referral and follow-up process.										
<b>Task</b> M1:1. CQAC will develop and approves protocols for implementation of home blood pressure monitoring with follow-up support for appropriate patients identified by clinicians across the participating practitioner organizations.										
<b>Task</b> M1:2. Utilizing a PDSA cycle, the CQAC and Clinical leaders will identify a pilot location and implement protocols to provide appropriate follow-up clinical support for patients who self-monitor their blood pressure.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:3. Staff will be identified and trained on how patients should be taught to self-monitor their blood pressure.										
<b>Task</b> M1:4. Based on the success of the pilot, protocols will be rolled-out to participating providers for implementation of appropriate follow-up clinical support for patients who self-monitor their blood pressure.										
<b>Task</b> M1:5. CQAC will identify sites demonstrating best practices using data reports and dashboards to be shared with practitioners on self-measured blood pressure monitoring with follow-up clinical support model.										
<b>Task</b> M1:6. Implement PDSA and Rapid Cycle Improvement processes to continuously monitor changes in blood pressure control rates.										
<b>Task</b> M2:1. CQAC and clinical leaders at participating practices will identify and implement protocols to provide appropriate follow-up clinical support for patients who self-monitor their blood pressure.										
<b>Task</b> M2:2. Assist participating practitioners in identifying the appropriate type/s of follow-up clinical support to support their patients who self-monitor their blood pressure.										
<b>Task</b> M2:3. Assist participating practitioners to identify support staff resources who can teach patients how to use monitors, validate devices, and review action plans and blood pressure logs.										
<b>Task</b> M2:4. Data analysis will be conducted to establish baseline BP measures, track and monitor changes to baseline.										
<b>Task</b> M2:5. Based on pilot sites identified above, additional patients and sites will be added to the home monitoring program as identified by PCPs across the PPS.										
<b>Task</b> M2:6. Consistent with manufacturer specifications routinely evaluate the accuracy of home monitoring equipment to ensure that readings are complete accurate and recorded correctly.										
<b>Task</b> M2:7. Working with the care team, assess self-reports to determine accuracy and completeness of home monitoring data for clinical evaluation purposes, and record standardized information in the EHR.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M3:1. Develop "warm referral" protocol and annual clinician and staff training at the participating practice level on the new protocol and active tracking.										
<b>Task</b> M3:2. Provide training on a periodic basis to appropriate clinical and non-clinical staff across the PPS.										
<b>Task</b> M3:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #15</b> Generate lists of patients with hypertension who have not had a recent visit and schedule a follow up visit.										
<b>Task</b> PPS has implemented an automated scheduling system to facilitate scheduling of targeted hypertension patients.										
<b>Task</b> M1:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt staff to schedule targeted hypertension patients for follow up.										
<b>Task</b> M1:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.										
<b>Task</b> M1:3. Define guidelines for required hypertension control prompts in participating safety-net EHR systems.										
<b>Task</b> M1:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.										
<b>Task</b> M1:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.										
<b>Milestone #16</b> Facilitate referrals to NYS Smoker's Quitline.										
<b>Task</b> PPS has developed referral and follow-up process and adheres to process.										
<b>Task</b> M1:1. Identify current referral rates to NYS Quit line and follow-up policies and procedures.										
<b>Task</b> M1:2. Develop and implement PPS wide policy, procedures and action plan for referrals to NYS Smoker's Quit line.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M1:3. Utilize EHR reporting to ensure adherence and sustainability to changes in referral and follow-up processes.										
<b>Milestone #17</b> Perform additional actions including "hot spotting" strategies in high risk neighborhoods, linkages to Health Homes for the highest risk population, group visits, and implementation of the Stanford Model for chronic diseases.										
<b>Task</b> If applicable, PPS has Implemented collection of valid and reliable REAL (Race, Ethnicity, and Language) data and uses the data to target high risk populations, develop improvement plans, and address top health disparities.										
<b>Task</b> If applicable, PPS has established linkages to health homes for targeted patient populations.										
<b>Task</b> If applicable, PPS has implemented Stanford Model through partnerships with community-based organizations.										
<b>Task</b> M1:1. Collect and analyze valid and reliable REAL data to risk stratify targeted high risk populations.										
<b>Task</b> M1:2. Develop improvement and training activities to improve clinical outcomes and address health disparities.										
<b>Task</b> M1:3. Implement continuous quality improvement strategies to improve processes and workflows and assess the effectiveness of the process.										
<b>Task</b> M2:1. Create a list of participating health home providers in the PPS network who serve the targeted patient populations.										
<b>Task</b> M2:2. Assess the current capabilities of participating health home providers for community care coordination and linkages to Patient Centered Medical Homes.										
<b>Task</b> M2:3. Establish contractual agreements, if appropriate, with health home providers for care coordination and linkages to Patient Centered Medical Homes.										
<b>Task</b> M3:1. Identify community-based organizations providing Stanford Model program to support self-management by patients with hypertension and elevated cholesterol.										
<b>Task</b> M3:2. Collaborate with identified community-based organizations										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
to strengthen their existing capacity to expand access to Stanford Model for high-risk population with chronic illnesses.										
<b>Task</b> M3:3. Establish referral agreements between participating practitioners and CBOs for referral to Stanford Model training program.										
<b>Task</b> M3:4. Establish contractual agreements with CBOs to provide ongoing training to participating providers and staff on Stanford Model.										
<b>Milestone #18</b> Adopt strategies from the Million Hearts Campaign.										
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	0	0	0	0	50	494	494	494	494	494
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	0	0	0	0	29	212	212	212	212	212
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	0	0	0	0	5	54	54	54	54	54
<b>Task</b> M1:1. Develop, working in collaboration with the project sub-committee and clinical experts across PPS, a draft document highlighting strategies of the Million Hearts Campaign, including the Hypertension Change Package.										
<b>Task</b> M1:2. Based on best practice models, the CQAC will develop appropriate care coordination/care management models to support a patient-centered approach to managing hypertension.										
<b>Task</b> M1:3. CQAC will develop protocols for implementation of home blood pressure monitoring with follow-up support for patients identified by clinicians across the participating practitioner organizations. (see milestone 14)										
<b>Task</b> M1:4. Monitor effectiveness of tobacco use screening, cessation interventions and treatment using MU reports at the provider level.										
<b>Task</b> M1:5. Provide ongoing training and make recommendations, as needed, to participating providers and staff on Million Hearts Campaign principles and initiatives, as well as best methods to										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
track outcomes and quality indicators to ensure success.										
<b>Milestone #19</b> Form agreements with the Medicaid Managed Care organizations serving the affected population to coordinate services under this project.										
<b>Task</b> PPS has agreement in place with MCO related to coordination of services for high risk populations, including smoking cessation services, hypertension screening, cholesterol screening, and other preventive services relevant to this project.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network.										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.										
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors.										
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.										
<b>Milestone #20</b> Engage a majority (at least 80%) of primary care providers in										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
this project.										
<b>Task</b> PPS has engaged at least 80% of their PCPs in this activity.	0	0	0	0	50	494	494	494	494	494
<b>Task</b> M1:1. Based on updated attribution lists, community needs assessments, and other data the PMO will ensure that appropriate safety-net PCPs are added to the PPS during OE periods. The inclusion of additional PCPs will assist in patient engagement to reach the 80% threshold.										
<b>Task</b> M1:2. Establish contractual agreements with participating primary care organizations to assure engagement of at least 80% of their primary care practitioners in this project.										
<b>Task</b> M1:3. Track primary care practitioner engagement in the project on an ongoing basis to assure contractual agreements are met.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Implement program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.										
<b>Task</b> PPS has implemented program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.										
<b>Task</b> M1:1. Identify key stakeholders and participating provider organizations critical for successful project implementation.										
<b>Task</b> M1:2. Create a PPS wide project sub-committee with representation from key stakeholders to oversee the project implementation.										
<b>Task</b> M1:3. Survey key stakeholders to assess current use and adherence to guideline-concordant care, range of services provided, and referral mechanisms.										
<b>Task</b> M1:4. Working in collaboration with the project sub-committee and clinical experts across PPS, develop a draft document defining the future state for the management of cardiovascular disease utilizing evidence-based strategies.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:5. Submit the draft future state document to Clinical and Quality Affairs committee for review and approval.										
<b>Task</b> M1:6. Identify a participating provider organization located in a geographic area with high burden of cardiovascular disease across the PPS region and finalize agreements for piloting the new model.										
<b>Task</b> M1:7. Complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with the practice team, develop an action plan for the implementation of the new model.										
<b>Task</b> M1:8. Implement the approved action plan at the pilot participating provider site utilizing the PDSA approach.										
<b>Task</b> M1:9. Monitor ongoing performance, analyze clinical and operational outcomes and identify timelines/practice sites for spread of successful tests of change.										
<b>Task</b> M1:10. Implement PPS-wide CVD management program based on successful PDSA identified in steps 6-9.										
<b>Milestone #2</b> Ensure that all PPS safety net providers are actively connected to EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up, by the end of DY 3.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	33	33	33	33	33	33	33	33	33	33
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> PPS uses alerts and secure messaging functionality.										
<b>Task</b> M1:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS wide EHR connectivity to the SHIN-NY and HIEs. Ensure key										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

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representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M1:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M1:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M1:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M1:5. Utilizing the IT-TOM pilot experience, design the PPS wide future state connectivity model.										
<b>Task</b> M1:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M1:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M2:1. Perform a current state assessment on the interconnected systems' ability to send, receive and use alerts and secure messages to facilitate timely care coordination and management.										
<b>Task</b> M2:2. Define the future state and select appropriate vendor for implementation of alerts and secure messaging functionality by clinicians and staff across the Integrated Delivery System for safe and effective care transitions between EDs, Hospitals, specialists and PCMH site.										
<b>Task</b> M2:3. Conduct a gap analysis between current state and future state of using alerts and secure messaging functionalities for timely care coordination.										
<b>Task</b> M2:4. Implement training and secure messaging to support the use of alerts across the PPS.										
<b>Task</b> M2:5. Implement the necessary technical and operational system changes as required by the selected vendor for the use of alerts										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
and secure messaging across the PPS.										
<b>Milestone #3</b> Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.										
<b>Task</b> EHR meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).										
<b>Task</b> PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> M1:1. Perform a current state assessment of participating safety-net providers' EHR systems' readiness to meet Meaningful Use (MU) Stage 2 CMS requirements.										
<b>Task</b> M1:2. Develop practice specific action plan to implement necessary changes to workflows and documentation to improve performance on achieving the MU Stage 2 requirements.										
<b>Task</b> M1:3. Ensure clinician and staff training on new processes is conducted.										
<b>Task</b> M1:4. Require participating safety-net providers to attest that their EHR system meets MU Stage 2 CMS requirements.										
<b>Task</b> M2:1. Establish a project sub-committee with representation from all participating primary care practitioners to facilitate and assure achievement of 2014 NCQA Level 3 PCMH recognition or APCM by DY 3.										
<b>Task</b> M2:2. Implement training sessions for senior leaders, clinicians and staff to learn about the benefits of achieving 2014 NCQA Level 3 PCMH recognition or APCM.										
<b>Task</b> M2:3. Utilizing a standardized assessment tool, perform a current state assessment of participating practices relative to their ability to provide patient-centered care consistent with the standards of NCQA Patient-Centered Medical Home as well as current certifications.										
<b>Task</b> M2:4. Perform a practice-specific gap analysis to determine the needed financial, technical and operational support needed to assure successful recognition by DY3.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:5. Based on the gap analysis, establish priorities and develop a practice specific action plan to achieve the recognition and transform the care delivery model.										
<b>Task</b> M2:6. Create a learning collaborative for participating safety-net providers to assist in the development of necessary workflows and other changes to become NCQA Level 3 certified or APCM.										
<b>Task</b> M2:7. Assign specific roles and responsibilities for the participating practice leadership and timelines to implement the action plan effectively and achieve the recognition by DY 3.										
<b>Task</b> M2:8. Monitor progress on a monthly basis to evaluate progress and assess needed additional resources to support practice transformation.										
<b>Task</b> M2:9. Track site specific certification to assure all participating safety-net providers become Level 3 PCMH certified or APCM.										
<b>Milestone #4</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support an effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organization/practice to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
and population health interventions implemented by the practice teams.										
<b>Milestone #5</b> Use the EHR to prompt providers to complete the 5 A's of tobacco control (Ask, Assess, Advise, Assist, and Arrange).										
<b>Task</b> PPS has implemented an automated scheduling system to facilitate tobacco control protocols.										
<b>Task</b> PPS provides periodic training to staff to incorporate the use of EHR to prompt the use of 5 A's of tobacco control.										
<b>Task</b> M1:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt providers to complete the 5 A's of tobacco control.										
<b>Task</b> M1:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.										
<b>Task</b> M1:3. Define guidelines for required tobacco control prompts in participating safety-net EHR systems.										
<b>Task</b> M1:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.										
<b>Task</b> M1:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.										
<b>Task</b> M2:1. Create training protocols and education participating providers about using the EHR to document the 5 A's of tobacco control.										
<b>Task</b> M2:2. Use these training protocols to provide periodic clinician and staff training at the practice level to make effective use of the new CDSS features in EHR to prompt the use of 5 A's of tobacco control.										
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #6</b> Adopt and follow standardized treatment protocols for hypertension and elevated cholesterol.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Practice has adopted treatment protocols aligned with national guidelines, such as the National Cholesterol Education Program (NCEP) or US Preventive Services Task Force (USPSTF).										
<b>Task</b> M1:1. The CQAC will oversee the implementation of evidence-based strategies for the management of CVD in high-risk individuals. Ensure clinician representation from key primary care and specialist practices across AMCH PPS.										
<b>Task</b> M1:2. Complete a gap-analysis utilizing the current treatment protocols and defined future state, creating an implementation plan by provider and a phased roll-out.										
<b>Task</b> M1:3. The CQAC, in collaboration with partners will review protocols outlined in national guidelines such as National Cholesterol Education Program (NCEP) and/or U.S. Preventive Services Task Force (USPSTF). Draft a PPS-wide policy for clinical practice guidelines and treatment protocols for hypertension and high cholesterol.										
<b>Task</b> M1:4. The CQAC will review and approve policies and treatment guidelines prior to dissemination.										
<b>Task</b> M1:5. Using a PDSA approach, pilot policies and treatment guidelines at one or more selected sites to field-test feasibility and adoptability at the provider level.										
<b>Task</b> M1:6. Adopt standardized clinical protocols for the management of hypertension and high cholesterol across the PPS.										
<b>Task</b> M1:7. Evaluate adherence to the treatment protocols and align incentives as necessary to improve adoption.										
<b>Milestone #7</b> Develop care coordination teams including use of nursing staff, pharmacists, dieticians and community health workers to address lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy and confidence in self-management.										
<b>Task</b> Clinically Interoperable System is in place for all participating providers.										
<b>Task</b> Care coordination teams are in place and include nursing staff, pharmacists, dieticians, community health workers, and Health Home care managers where applicable.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Care coordination processes are in place.										
<b>Task</b> M1:1. Perform current state assessment of the IT and Clinical Information Systems (CIS) available at participating provider organizations.										
<b>Task</b> M1:2. Identify participating sites that utilize a care coordination team from the current state assessment.										
<b>Task</b> M1:3. Identify opportunities to enhance care coordination through additional staffing, processes, shared care plans, patient self-management training.										
<b>Task</b> M1:4. Utilizing the IT-TOM pilot experience, design the PPS-wide future state CIS integration.										
<b>Task</b> M1:5. Identify standardized toolkits to support care coordination efforts across the PPS.										
<b>Task</b> M1:6. Submit the draft future state of partners in relation to CIS connectivity, utilizing the current state assessment.										
<b>Task</b> M1:7. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan by provider and a phased roll-out.										
<b>Task</b> M1:8. CQAC and TDMC will oversee the development and implementation of the action plan to ensure a Clinically Interoperable System is in place in order to share information and ongoing metrics with team members. Ensure key representation from identified providers and partners on these committees.										
<b>Task</b> M1:9. Monitor progress on the effectiveness of the connectivity and its ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up to support timely care management decisions.										
<b>Task</b> M2:1. Based on best practice models, the CQAC along with the PMO will define and develop appropriate care coordination/care management models to support a patient-centered approach. Ensure clinician representation from key primary care and specialist practices across AMCH PPS.										
<b>Task</b> M2:2. Collaborate with Workforce Coordinating Council to identify										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
existing/future staffing resources required for an effective implementation of the new care coordination/care management model.										
<b>Task</b> M2:3. Identify a network of an actively engaged practice and community-based organizations to pilot the new care coordination/care management model for managing hypertension.										
<b>Task</b> M2:4. Create a multi-disciplinary team comprising of nursing staff, pharmacists, dieticians, community health workers and Health Home care managers as appropriate linked to the pilot sites.										
<b>Task</b> M2:5. Based on the successful pilots, expand the team approach for care management and coordination to other participating safety-net providers as appropriate.										
<b>Task</b> M3:1. Identify and evaluate existing care coordination/care management processes within the participating organizations.										
<b>Task</b> M3:2. Develop and implement policies and procedures to support and sustain effective care coordination/care management across participating practitioner organizations for managing CVD.										
<b>Task</b> M3:3. Identify a network of an actively engaged practice and community-based organizations to pilot the new care coordination/care management model for managing CVD.										
<b>Task</b> M3:4. Develop an action plan, including an assessment of lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy, and confidence in self-management, to pilot the new care coordination model for patients with CVD across the pilot sites.										
<b>Task</b> M3:5. At the pilot practice sites, identify the appropriate patient population for care coordination/care management and assign them to identified care coordination/management teams for ongoing care management.										
<b>Task</b> M3:6. Conduct PDSAs to define effective and sustainable changes for expansion to other participating entities.										
<b>Task</b> M3:7. Implement processes to assure lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy, and confidence in self-management to achieve										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
improved clinical outcomes, such as BP control.										
<b>Task</b> M3:8. Provide training to participating sites to ensure processes are supported and understood by staff as necessary.										
<b>Task</b> M3:9. Expand care management processes across the PPS as necessary and appropriate, to include at least 80% of participating PCPs.										
<b>Milestone #8</b> Provide opportunities for follow-up blood pressure checks without a copayment or advanced appointment.										
<b>Task</b> All primary care practices in the PPS provide follow-up blood pressure checks without copayment or advanced appointments.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> M1:1. Assess current policy and procedures at participating practices related to timely and effective follow-up of patients with hypertension.										
<b>Task</b> M1:2. Identify a pilot site and determine required changes to policy and procedures, system and workflow issues required to establish an open access model for timely follow-up of BP.										
<b>Task</b> M1:3. Implement open access and elimination of copays in collaboration with pilot site administration and medical staff.										
<b>Task</b> M1:4. Working with TDMC, identify patient registries to support patient reminders for follow-up blood pressure checks. Implement patient registries and identify opportunities for collaboration with CBOs and community resources for follow-up blood pressure checks.										
<b>Task</b> M1:5. Coordinate with pharmacies to increase patient awareness of "Million Hearts™ Team Up. Pressure Down." education program.										
<b>Task</b> M1:6. Provide health coaching/aid in self management goals, (i.e. blood pressure journals and medication tracker wallet card).										
<b>Task</b> M1:7. Expand pilot to include participating primary care sites by creating open access and elimination of copays for BP checks.										
<b>Milestone #9</b> Ensure that all staff involved in measuring and recording blood pressure are using correct measurement techniques and equipment.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> PPS has protocols in place to ensure blood pressure measurements are taken correctly with the correct equipment.										
<b>Task</b> M1:1. Project sub-committee or CQAC will define best practices and develop policy and procedures for taking accurate blood pressure measurements at all participating practitioner sites.										
<b>Task</b> M1:2. Ensure availability of correct equipment at all locations, evaluate current workflows and implement new processes supported by appropriate staff training on accurate blood pressure measurement and documentation by applicable staff.										
<b>Task</b> M1:3. Assure ongoing staff competencies for accurate measurement of blood pressure by direct observation, frequent assessment, and training.										
<b>Milestone #10</b> Identify patients who have repeated elevated blood pressure readings in the medical record but do not have a diagnosis of hypertension and schedule them for a hypertension visit.										
<b>Task</b> PPS uses a patient stratification system to identify patients who have repeated elevated blood pressure but no diagnosis of hypertension.										
<b>Task</b> PPS has implemented an automated scheduling system to facilitate scheduling of targeted hypertension patients.										
<b>Task</b> PPS provides periodic training to staff to ensure effective patient identification and hypertension visit scheduling.										
<b>Task</b> M1:1. TDMC will survey participating providers to assess system capabilities and processes regarding BP measurement. Survey results will inform the PMO regarding the feasibility of patient registries by site that can identify and stratify patients who have repeated elevated blood pressure readings but do not have a diagnosis of hypertension.										
<b>Task</b> M1:2. At one pilot site, generate a list of patients with elevated blood pressure readings who do not have a diagnosis of hypertension. Validate the accuracy of the list with a review of sample of medical records.										
<b>Task</b> M1:3. Assist practices without effective patient registries to acquire system capabilities for patient stratification.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M2:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt staff to schedule targeted hypertension patients for follow up.										
<b>Task</b> M2:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.										
<b>Task</b> M2:3. Define guidelines for required hypertension control prompts in participating safety-net EHR systems.										
<b>Task</b> M2:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.										
<b>Task</b> M2:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.										
<b>Task</b> M3:1. Provide periodic staff training and feedback at the practice level to make effective use of the Clinical Decision Support System features in EHR to identify and schedule patients who need a hypertension visit.										
<b>Task</b> M3:2. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #11</b> Prescribe once-daily regimens or fixed-dose combination pills when appropriate.										
<b>Task</b> PPS has protocols in place for determining preferential drugs based on ease of medication adherence where there are no other significant non-differentiating factors.										
<b>Task</b> M1:1. Project subcommittee, in collaboration with hypertension specialists, will develop clinical algorithms for medication management of hypertension with particular emphasis on once-daily regimens or fixed-dose combination pills when appropriate.										
<b>Task</b> M1:2. Determine the current status of the above regimens in payor and provider formularies, as well as the ease of prescribing in various EMRs.										
<b>Task</b> M1:3. CQAC will review and approve the clinical algorithm for medication management.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:4. Clinical leaders at participating practices will assume responsibilities for implementation of medication management guidelines at their facilities. When medication regimens are modified, adherence is reassessed to determine patient compliance.										
<b>Task</b> M1:5. Collaborate across the PPS to advocate for MCO formularies that align with recommended clinical medication algorithms, including preferred once-daily or fixed-dose combination pills without medication limitations or need for prior authorizations.										
<b>Task</b> M1:6. Implement continuous quality improvement processes to assure consistent adherence to the new medication management guidelines by all practitioners at the participating practices.										
<b>Milestone #12</b> Document patient driven self-management goals in the medical record and review with patients at each visit.										
<b>Task</b> Self-management goals are documented in the clinical record.										
<b>Task</b> PPS provides periodic training to staff on person-centered methods that include documentation of self-management goals.										
<b>Task</b> M1:1. Clinical leaders will assure the development of systems required for self-management plans. These plans will be documented by practice team members in collaboration with patients/families/caregivers, as appropriate.										
<b>Task</b> M1:2. Clinical leaders at participating practices will assure implementation of required workflow changes to support consistent documentation of patient self-management goals in clinical records and review with patients at each visit.										
<b>Task</b> M2:1. Provide clinician and staff training at initial orientation and annually on person-centered methods that include documentation of self-management goals within the EHR.										
<b>Task</b> M2:2: Develop role specific competency standards for each staff member and implement processes for evaluating staff competencies annually.										
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #13</b> Follow up with referrals to community based programs to document participation and behavioral and health status changes.										
<b>Task</b> PPS has developed referral and follow-up process and adheres to process.										
<b>Task</b> PPS provides periodic training to staff on warm referral and follow-up process.										
<b>Task</b> Agreements are in place with community-based organizations and process is in place to facilitate feedback to and from community organizations.										
<b>Task</b> M1:1. Develop and implement PPS wide policies and procedures for referrals to community based programs and tracking referrals.										
<b>Task</b> M1:2. Identify and establish appropriate formal and informal agreements with community based organizations to facilitate timely access to services and feedback on the status of the referral.										
<b>Task</b> M1:3. Participating practices will implement required workflow changes, staff training and information technology infrastructure to support operationalization of policies and procedures.										
<b>Task</b> M1:4. Implement PDSA and Rapid Cycle Improvement processes to monitor and continuously improve referral process and outcomes.										
<b>Task</b> M2:1. Develop "Warm referral" protocol and annual clinician and staff training at the participating practice level on the new protocol and active tracking.										
<b>Task</b> M2:2. Provide training on a periodic basis to appropriate clinical and non-clinical staff across the PPS.										
<b>Task</b> M2:3: Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Task</b> M3:1. Develop specific participation agreements to incentivize participation from community based organizations in a standardized feedback process.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M3:2. Execute participation agreements with targeted specific CBOs identified as participants in this project.										
<b>Task</b> M3:3. Develop ongoing processes to facilitate ongoing communication between various practice-based and community-based providers to support an integrated approach to managing patient's hypertension.										
<b>Task</b> M3:4. Review and, if necessary, update, agreements annually.										
<b>Milestone #14</b> Develop and implement protocols for home blood pressure monitoring with follow up support.										
<b>Task</b> PPS has developed and implemented protocols for home blood pressure monitoring.										
<b>Task</b> PPS provides follow up to support to patients with ongoing blood pressure monitoring, including equipment evaluation and follow-up if blood pressure results are abnormal.										
<b>Task</b> PPS provides periodic training to staff on warm referral and follow-up process.										
<b>Task</b> M1:1. CQAC will develop and approves protocols for implementation of home blood pressure monitoring with follow-up support for appropriate patients identified by clinicians across the participating practitioner organizations.										
<b>Task</b> M1:2. Utilizing a PDSA cycle, the CQAC and Clinical leaders will identify a pilot location and implement protocols to provide appropriate follow-up clinical support for patients who self-monitor their blood pressure.										
<b>Task</b> M1:3. Staff will be identified and trained on how patients should be taught to self-monitor their blood pressure.										
<b>Task</b> M1:4. Based on the success of the pilot, protocols will be rolled-out to participating providers for implementation of appropriate follow-up clinical support for patients who self-monitor their blood pressure.										
<b>Task</b> M1:5. CQAC will identify sites demonstrating best practices using data reports and dashboards to be shared with practitioners on self-measured blood pressure monitoring with follow-up clinical support model.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:6. Implement PDSA and Rapid Cycle Improvement processes to continuously monitor changes in blood pressure control rates.										
<b>Task</b> M2:1. CQAC and clinical leaders at participating practices will identify and implement protocols to provide appropriate follow-up clinical support for patients who self-monitor their blood pressure.										
<b>Task</b> M2:2. Assist participating practitioners in identifying the appropriate type/s of follow-up clinical support to support their patients who self-monitor their blood pressure.										
<b>Task</b> M2:3. Assist participating practitioners to identify support staff resources who can teach patients how to use monitors, validate devices, and review action plans and blood pressure logs.										
<b>Task</b> M2:4. Data analysis will be conducted to establish baseline BP measures, track and monitor changes to baseline.										
<b>Task</b> M2:5. Based on pilot sites identified above, additional patients and sites will be added to the home monitoring program as identified by PCPs across the PPS.										
<b>Task</b> M2:6. Consistent with manufacturer specifications routinely evaluate the accuracy of home monitoring equipment to ensure that readings are complete accurate and recorded correctly.										
<b>Task</b> M2:7. Working with the care team, assess self-reports to determine accuracy and completeness of home monitoring data for clinical evaluation purposes, and record standardized information in the EHR.										
<b>Task</b> M3:1. Develop "warm referral" protocol and annual clinician and staff training at the participating practice level on the new protocol and active tracking.										
<b>Task</b> M3:2. Provide training on a periodic basis to appropriate clinical and non-clinical staff across the PPS.										
<b>Task</b> M3:3. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.										
<b>Milestone #15</b> Generate lists of patients with hypertension who have not had a recent visit and schedule a follow up visit.										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> PPS has implemented an automated scheduling system to facilitate scheduling of targeted hypertension patients.										
<b>Task</b> M1:1. Provide support for the development and/or update of Clinical Decision Support Systems (CDSS) in EHR systems across the PPS to prompt staff to schedule targeted hypertension patients for follow up.										
<b>Task</b> M1:2. Assure the completion of staff training at the practice level to make effective use of the new CDSS features in EHR.										
<b>Task</b> M1:3. Define guidelines for required hypertension control prompts in participating safety-net EHR systems.										
<b>Task</b> M1:4. Implement processes to generate practice and practitioner specific dashboards for performance improvement initiatives.										
<b>Task</b> M1:5. Working with clinical leadership at the practice level, develop systems for timely sharing of performance reports with practice teams and individual practitioners.										
<b>Milestone #16</b> Facilitate referrals to NYS Smoker's Quitline.										
<b>Task</b> PPS has developed referral and follow-up process and adheres to process.										
<b>Task</b> M1:1. Identify current referral rates to NYS Quit line and follow-up policies and procedures.										
<b>Task</b> M1:2. Develop and implement PPS wide policy, procedures and action plan for referrals to NYS Smoker's Quit line.										
<b>Task</b> M1:3. Utilize EHR reporting to ensure adherence and sustainability to changes in referral and follow-up processes.										
<b>Milestone #17</b> Perform additional actions including "hot spotting" strategies in high risk neighborhoods, linkages to Health Homes for the highest risk population, group visits, and implementation of the Stanford Model for chronic diseases.										
<b>Task</b> If applicable, PPS has Implemented collection of valid and reliable REAL (Race, Ethnicity, and Language) data and uses the data to target high risk populations, develop improvement plans, and address top health disparities.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> If applicable, PPS has established linkages to health homes for targeted patient populations.										
<b>Task</b> If applicable, PPS has implemented Stanford Model through partnerships with community-based organizations.										
<b>Task</b> M1:1. Collect and analyze valid and reliable REAL data to risk stratify targeted high risk populations.										
<b>Task</b> M1:2. Develop improvement and training activities to improve clinical outcomes and address health disparities.										
<b>Task</b> M1:3. Implement continuous quality improvement strategies to improve processes and workflows and assess the effectiveness of the process.										
<b>Task</b> M2:1. Create a list of participating health home providers in the PPS network who serve the targeted patient populations.										
<b>Task</b> M2:2. Assess the current capabilities of participating health home providers for community care coordination and linkages to Patient Centered Medical Homes.										
<b>Task</b> M2:3. Establish contractual agreements, if appropriate, with health home providers for care coordination and linkages to Patient Centered Medical Homes.										
<b>Task</b> M3:1. Identify community-based organizations providing Stanford Model program to support self-management by patients with hypertension and elevated cholesterol.										
<b>Task</b> M3:2. Collaborate with identified community-based organizations to strengthen their existing capacity to expand access to Stanford Model for high-risk population with chronic illnesses.										
<b>Task</b> M3:3. Establish referral agreements between participating practitioners and CBOs for referral to Stanford Model training program.										
<b>Task</b> M3:4. Establish contractual agreements with CBOs to provide ongoing training to participating providers and staff on Stanford Model.										
<b>Milestone #18</b> Adopt strategies from the Million Hearts Campaign.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	212	212	212	212	212	212	212	212	212	212
<b>Task</b> Provider can demonstrate implementation of policies and procedures which reflect principles and initiatives of Million Hearts Campaign.	54	54	54	54	54	54	54	54	54	54
<b>Task</b> M1:1. Develop, working in collaboration with the project sub-committee and clinical experts across PPS, a draft document highlighting strategies of the Million Hearts Campaign, including the Hypertension Change Package.										
<b>Task</b> M1:2. Based on best practice models, the CQAC will develop appropriate care coordination/care management models to support a patient-centered approach to managing hypertension.										
<b>Task</b> M1:3. CQAC will develop protocols for implementation of home blood pressure monitoring with follow-up support for patients identified by clinicians across the participating practitioner organizations. (see milestone 14)										
<b>Task</b> M1:4. Monitor effectiveness of tobacco use screening, cessation interventions and treatment using MU reports at the provider level.										
<b>Task</b> M1:5. Provide ongoing training and make recommendations, as needed, to participating providers and staff on Million Hearts Campaign principles and initiatives, as well as best methods to track outcomes and quality indicators to ensure success.										
<b>Milestone #19</b> Form agreements with the Medicaid Managed Care organizations serving the affected population to coordinate services under this project.										
<b>Task</b> PPS has agreement in place with MCO related to coordination of services for high risk populations, including smoking cessation services, hypertension screening, cholesterol screening, and other preventive services relevant to this project.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network.										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.										
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors.										
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.										
<b>Milestone #20</b> Engage a majority (at least 80%) of primary care providers in this project.										
<b>Task</b> PPS has engaged at least 80% of their PCPs in this activity.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> M1:1. Based on updated attribution lists, community needs assessments, and other data the PMO will ensure that appropriate safety-net PCPs are added to the PPS during OE periods. The inclusion of additional PCPs will assist in patient engagement to reach the 80% threshold.										
<b>Task</b> M1:2. Establish contractual agreements with participating primary care organizations to assure engagement of at least 80% of their primary care practitioners in this project.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:3. Track primary care practitioner engagement in the project on an ongoing basis to assure contractual agreements are met.										

**Prescribed Milestones Current File Uploads**

<b>Milestone Name</b>	<b>User ID</b>	<b>File Type</b>	<b>File Name</b>	<b>Description</b>	<b>Upload Date</b>
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No Records Found

**Prescribed Milestones Narrative Text**

<b>Milestone Name</b>	<b>Narrative Text</b>
Implement program to improve management of cardiovascular disease using evidence-based strategies in the ambulatory and community care setting.	
Ensure that all PPS safety net providers are actively connected to EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up, by the end of DY 3.	
Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	
Use EHRs or other technical platforms to track all patients engaged in this project.	
Use the EHR to prompt providers to complete the 5 A's of tobacco control (Ask, Assess, Advise, Assist, and Arrange).	
Adopt and follow standardized treatment protocols for hypertension and elevated cholesterol.	
Develop care coordination teams including use of nursing staff, pharmacists, dieticians and community health workers to address lifestyle changes, medication adherence, health literacy issues, and patient self-efficacy and confidence in self-management.	
Provide opportunities for follow-up blood pressure checks without a copayment or advanced appointment.	
Ensure that all staff involved in measuring and recording blood pressure are using correct measurement techniques and equipment.	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Prescribed Milestones Narrative Text**

Milestone Name	Narrative Text
Identify patients who have repeated elevated blood pressure readings in the medical record but do not have a diagnosis of hypertension and schedule them for a hypertension visit.	
Prescribe once-daily regimens or fixed-dose combination pills when appropriate.	
Document patient driven self-management goals in the medical record and review with patients at each visit.	
Follow up with referrals to community based programs to document participation and behavioral and health status changes.	
Develop and implement protocols for home blood pressure monitoring with follow up support.	
Generate lists of patients with hypertension who have not had a recent visit and schedule a follow up visit.	
Facilitate referrals to NYS Smoker's Quitline.	
Perform additional actions including "hot spotting" strategies in high risk neighborhoods, linkages to Health Homes for the highest risk population, group visits, and implementation of the Stanford Model for chronic diseases.	
Adopt strategies from the Million Hearts Campaign.	
Form agreements with the Medicaid Managed Care organizations serving the affected population to coordinate services under this project.	
Engage a majority (at least 80%) of primary care providers in this project.	

**Milestone Review Status**

Milestone #	Review Status	IA Formal Comments
<b>Milestone #1</b>	Pass & Ongoing	
<b>Milestone #2</b>	Pass & Ongoing	
<b>Milestone #3</b>	Pass & Ongoing	
<b>Milestone #4</b>	Pass & Ongoing	
<b>Milestone #5</b>	Pass & Ongoing	
<b>Milestone #6</b>	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #7</b>	Pass & Ongoing	
<b>Milestone #8</b>	Pass & Ongoing	
<b>Milestone #9</b>	Pass & Ongoing	
<b>Milestone #10</b>	Pass & Ongoing	
<b>Milestone #11</b>	Pass & Ongoing	
<b>Milestone #12</b>	Pass & Ongoing	
<b>Milestone #13</b>	Pass & Ongoing	
<b>Milestone #14</b>	Pass & Ongoing	
<b>Milestone #15</b>	Pass & Ongoing	
<b>Milestone #16</b>	Pass & Ongoing	
<b>Milestone #17</b>	Pass & Ongoing	
<b>Milestone #18</b>	Pass & Ongoing	
<b>Milestone #19</b>	Pass & Ongoing	
<b>Milestone #20</b>	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.b.i.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.b.i.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Project 3.d.iii – Implementation of evidence-based medicine guidelines for asthma management**

**IPQR Module 3.d.iii.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

We have identified several risks of implementing this project, including creating evidence-based guidelines for asthma management. One of the risks is obtaining provider buy-in. Changing care protocols will require the identification of physician champions to lead the initiatives and a significant number of providers will be required to adopt the established protocols. We will also have to obtain significant provider buy-in in order to establish telemedicine services. Providers will have serious concerns about providing care without the patient physically present. Another impediment will be aligning initiatives with neighboring PPSs. With different demographics in the varying counties, designing a care model to meet everyone's needs will be difficult. Since the AMCH PPS does not have any identified Health Homes in our network, we will have to work with the surrounding PPSs on this deliverable as well. Finally, the inconsistency in technology from provider-to-provider will have to be addressed. To mitigate these risks we will, obtain provider and organizational buy-in, incentives will be provided for the use of established care protocols. Physician champions will be offered additional stipends as leaders within the PPS. Guidelines will be created and education will be conducted in order to engage providers using telemedicine technologies. When collaborating with neighboring PPSs and The Capital District Asthma Coalition, the providers will have to outline a mutually beneficial plan that helps achieve all deliverables in all areas, including identifying health home providers in our PPS region. With new care guidelines, unnecessary ER visits could be reduced, thus decreasing the expenses to the participating MCOs. Finally, incentives will be provided to organizations that upgrade/update their technologies to be more in line with their PPS partners.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.d.iii.2 - Patient Engagement Speed**

**Instructions :**

Enter the number of patients actively engaged through the current quarter. The number entered into the "Patient Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for DY1 Q3 should include patients previously reported in DY1 Q2 plus new patients engaged in DY1 Q3. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
100% Actively Engaged By	Expected Patient Engagement
DY2,Q2	4,312

Patient Update		% of Semi-Annual Commitment To-Date	Semi-Annual Variance of Projected to Actual	% of Total Actively Engaged Patients To-Date
DY1, Q1	DY1,Q2			
0	344	17.73%	1,596	7.98%

Warning: Please note that your patients engaged to date does not meet your committed amount (1,940)

**Current File Uploads**

User ID	File Type	File Name	File Description	Upload Date
mcintyc	Report(s)	1_null_1_2_20151030142938_AMCH 3.D.III FINAL FOR MAPP UPLOAD.xlsx	AMCH PPS 3.D.III. Patient Engagement Speed	10/30/2015 02:30 PM

**Narrative Text :**

**Module Review Status**

Review Status	IA Formal Comments
Fail	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.d.iii.3 - Prescribed Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for prescribed milestones. For milestones that are due and completed within the reporting period, documentation is required to provide evidence of project requirement achievement. Any explanations regarding altered or missed provider commitments should be included within the narrative box, not as text within uploaded documentation.

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone #1</b> Implement evidence-based asthma management guidelines between primary care practitioners, specialists, and community-based asthma programs (e.g., NYS Regional Asthma Coalitions) to ensure a regional population based approach to asthma management.	Project	N/A	In Progress	06/01/2015	09/30/2016	06/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS has agreements from participating providers and community programs to support a evidence-based asthma management guidelines.	Project		In Progress	09/07/2015	09/30/2016	09/07/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> All participating practices have a Clinical Interoperability System in place for all participating providers.	Provider	Practitioner - Primary Care Provider (PCP)	In Progress	09/07/2015	09/30/2016	09/07/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> All participating practices have a Clinical Interoperability System in place for all participating providers.	Provider	Practitioner - Non-Primary Care Provider (PCP)	In Progress	09/07/2015	09/30/2016	09/07/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. Identify key stakeholders and participating provider organizations critical for successful project implementation.	Project		In Progress	09/07/2015	09/30/2016	09/07/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:2. Create a PPS-wide project sub-committee with representation from key stakeholders to oversee the project implementation.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:3. Collaborate and form agreements with overlapping PPSs (i.e. Alliance for Better Health Care will be implementing 3.d.ii), Asthma Coalition of the Capital Region, and other stakeholders to align initiatives to support the guideline-concordant care.	Project		In Progress	10/05/2015	12/31/2015	10/05/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:4. Survey key stakeholders to assess current use and adherence to guideline-concordant care Expert Panel Review-3 (EPR-3) guidelines, range of services provided, and referral	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
mechanisms.									
<b>Task</b> M1:5. Develop, working in collaboration with the project sub-committee and clinical experts across the PPS, a draft document defining the future state for the management of asthma utilizing evidence-based strategies.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Submit the draft future state document to Clinical and Quality Affairs committee for review and approval.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. Execute written contracts with participating providers implementation of asthma guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. Identify a participating provider organization located in a geographic area with high burden of asthma across the PPS sub-regions and finalize agreements for piloting the new model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:9. Complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with the practice team, develop an action plan for the implementation of the new model.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:10. Implement the approved action plan at the pilot participating provider site utilizing the PDSA approach.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:11. Monitor ongoing performance, analyze clinical and operational outcomes, and identify timelines/practice sites for spread of successful tests of change.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M2:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.	Project		In Progress	06/01/2015	09/30/2016	06/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Milestone #2</b> Establish agreements to adhere to national guidelines for asthma management and protocols for access to asthma specialists, including EHR-HIE connectivity and telemedicine.	Project	N/A	In Progress	06/01/2015	09/30/2016	06/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Agreements with asthma specialists and asthma educators are established.	Project		In Progress	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> Telemedicine service implemented, based on evaluation of impact to underserved areas including, but not limited to: - analysis of the availability of broadband access in the geographic area being served - gaps in services	Project		In Progress	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
- geographic areas where PPS lacks resources and telemedicine will be used to increase the reach of these patients - why telemedicine is the best alternative to provide these services - challenges expected and plan to pro-actively resolve - plan for long term sustainability									
<b>Task</b> M1:1. Create a list of participating asthma and allergy specialists in the PPS network who serve the targeted patient populations.	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> M1:2. Utilizing recognized best care practices, the CQAC will establish a methodology to define a patient/physician ratio across the PPS.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Establish appropriate contractual agreements with regional asthma specialists, including the Asthma Coalition of the Capital Region, to support a comprehensive, coordinated and patient-centered asthma care plan in the community, including training and development of practice based asthma educators.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3
<b>Task</b> M2:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and	Project		In Progress	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.									
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.	Project		In Progress	06/01/2015	09/30/2016	06/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.	Project		In Progress	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M3:1. Establish a telemedicine sub-committee to evaluate the impact of telemedicine on underserved areas as outlined in Milestone 2 Metric 3.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:2: Based on the results of the evaluation, the two sub-committees will develop a draft telemedicine implementation plan that will include a vendor selection process if necessary. The draft document will be reviewed and approved by CQAC and the TDMC.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:3. EHR subcommittee and TDMC will identify a pilot organization based on gaps in service and resources and develop a detailed organization-specific action plan for piloting the program.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M3:4. Based on the experience from the initial pilot, the model will be updated, with resolution of identified challenges from the pilot, and spread to other regions with similar gaps in services and resources needed for effective evidence-based management of asthma.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #3</b> Deliver educational activities addressing asthma management to participating primary care providers.	Project	N/A	In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> Participating providers receive training in evidence-based	Project		In Progress	03/31/2017	03/31/2017	03/31/2017	03/31/2017	03/31/2017	DY2 Q4





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
asthma management.									
<b>Task</b> M1:1. Project sub-committee will survey participating practitioners and relevant CBOs on current utilization of EPR-3 guidelines for managing patients with asthma.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:2. Project sub-committee, working in collaboration with asthma specialists, will develop/adopt evidence-based asthma protocols, care pathways and training tools to train participating practitioners and staff working at CBOs responsible for providing care for asthma patients.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. Project sub-committee, working in collaboration with WCC and participating partners, will identify appropriate training methods, including "train the trainer model", to train staff on EPR-3 guidelines and PPS adopted asthma care protocols.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Project sub-committee will collaborate with Albany Medical College and other educational institutions to conduct annual CME programs to update practitioners and staff on new developments in asthma care and management.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Conduct periodic educational sessions for participating partner locations, CBOs and school nurses, on asthma education and adopted guidelines/models.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Collaborate with overlapping PPSs, as appropriate, to offer training on becoming a Certified Asthma Educator.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #4</b> Ensure coordination with the Medicaid Managed Care organizations and Health Homes serving the affected population.	Project	N/A	In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> PPS has established agreements with MCOs that address the coverage of patients with asthma health issues. PPS has established agreements with participating health home care managers, PCPs, and specialty providers.	Project		In Progress	10/05/2015	09/30/2016	10/05/2015	09/30/2016	09/30/2016	DY2 Q2
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>Reporting Level</b>	<b>Provider Type</b>	<b>Status</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone #5</b> Use EHRs or other technical platforms to track all patients engaged in this project.	Project	N/A	In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.	Project		In Progress	10/05/2015	03/31/2017	10/05/2015	03/31/2017	03/31/2017	DY2 Q4
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	Project		In Progress	10/05/2015	11/30/2015	10/05/2015	11/30/2015	12/31/2015	DY1 Q3



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project Requirements (Milestone/Task Name)	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.									
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.	Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

Project Requirements (Milestone/Task Name)	DY1,Q1	DY1,Q2	DY1,Q3	DY1,Q4	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4	DY3,Q1	DY3,Q2
<b>Milestone #1</b> Implement evidence-based asthma management guidelines between primary care practitioners, specialists, and community-based asthma programs (e.g., NYS Regional Asthma Coalitions) to ensure a regional population based approach to asthma management.										
<b>Task</b> PPS has agreements from participating providers and community programs to support a evidence-based asthma management guidelines.										
<b>Task</b> All participating practices have a Clinical Interoperability System in place for all participating providers.	0	0	0	0	60	494	494	494	494	494
<b>Task</b> All participating practices have a Clinical Interoperability System in place for all participating providers.	0	0	0	0	16	16	16	16	16	16
<b>Task</b> M1:1. Identify key stakeholders and participating provider organizations critical for successful project implementation.										
<b>Task</b>										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
M1:2. Create a PPS-wide project sub-committee with representation from key stakeholders to oversee the project implementation.										
<b>Task</b> M1:3. Collaborate and form agreements with overlapping PPSs (i.e. Alliance for Better Health Care will be implementing 3.d.ii), Asthma Coalition of the Capital Region, and other stakeholders to align initiatives to support the guideline-concordant care.										
<b>Task</b> M1:4. Survey key stakeholders to assess current use and adherence to guideline-concordant care Expert Panel Review-3 (EPR-3) guidelines, range of services provided, and referral mechanisms.										
<b>Task</b> M1:5. Develop, working in collaboration with the project sub-committee and clinical experts across the PPS, a draft document defining the future state for the management of asthma utilizing evidence-based strategies.										
<b>Task</b> M1:6. Submit the draft future state document to Clinical and Quality Affairs committee for review and approval.										
<b>Task</b> M1:7. Execute written contracts with participating providers implementation of asthma guidelines.										
<b>Task</b> M1:8. Identify a participating provider organization located in a geographic area with high burden of asthma across the PPS sub-regions and finalize agreements for piloting the new model.										
<b>Task</b> M1:9. Complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with the practice team, develop an action plan for the implementation of the new model.										
<b>Task</b> M1:10. Implement the approved action plan at the pilot participating provider site utilizing the PDSA approach.										
<b>Task</b> M1:11. Monitor ongoing performance, analyze clinical and operational outcomes, and identify timelines/practice sites for spread of successful tests of change.										
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M2:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Milestone #2</b> Establish agreements to adhere to national guidelines for asthma management and protocols for access to asthma specialists, including EHR-HIE connectivity and telemedicine.										
<b>Task</b> Agreements with asthma specialists and asthma educators are established.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	53	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	0	0	0	0	70	70	70	70	70	70
<b>Task</b> Telemedicine service implemented, based on evaluation of impact to underserved areas including, but not limited to: - analysis of the availability of broadband access in the geographic area being served - gaps in services - geographic areas where PPS lacks resources and telemedicine										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
will be used to increase the reach of these patients - why telemedicine is the best alternative to provide these services - challenges expected and plan to pro-actively resolve - plan for long term sustainability										
<b>Task</b> M1:1. Create a list of participating asthma and allergy specialists in the PPS network who serve the targeted patient populations.										
<b>Task</b> M1:2. Utilizing recognized best care practices, the CQAC will establish a methodology to define a patient/physician ratio across the PPS.										
<b>Task</b> M1:3. Establish appropriate contractual agreements with regional asthma specialists, including the Asthma Coalition of the Capital Region, to support a comprehensive, coordinated and patient-centered asthma care plan in the community, including training and development of practice based asthma educators.										
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M2:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M3:1. Establish a telemedicine sub-committee to evaluate the impact of telemedicine on underserved areas as outlined in Milestone 2 Metric 3.										
<b>Task</b> M3:2: Based on the results of the evaluation, the two sub-committees will develop a draft telemedicine implementation plan that will include a vendor selection process if necessary. The draft document will be reviewed and approved by CQAC and the TDMC.										
<b>Task</b> M3:3. EHR subcommittee and TDMC will identify a pilot organization based on gaps in service and resources and develop a detailed organization-specific action plan for piloting the program.										
<b>Task</b> M3:4. Based on the experience from the initial pilot, the model will be updated, with resolution of identified challenges from the pilot, and spread to other regions with similar gaps in services and resources needed for effective evidence-based management of asthma.										
<b>Milestone #3</b> Deliver educational activities addressing asthma management to participating primary care providers.										
<b>Task</b> Participating providers receive training in evidence-based asthma management.										
<b>Task</b> M1:1. Project sub-committee will survey participating practitioners and relevant CBOs on current utilization of EPR-3 guidelines for managing patients with asthma.										
<b>Task</b> M1:2. Project sub-committee, working in collaboration with asthma specialists, will develop/adopt evidence-based asthma protocols, care pathways and training tools to train participating practitioners and staff working at CBOs responsible for providing care for asthma patients.										
<b>Task</b> M1:3. Project sub-committee, working in collaboration with WCC and participating partners, will identify appropriate training methods, including "train the trainer model", to train staff on EPR-										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
3 guidelines and PPS adopted asthma care protocols.										
<b>Task</b> M1:4. Project sub-committee will collaborate with Albany Medical College and other educational institutions to conduct annual CME programs to update practitioners and staff on new developments in asthma care and management.										
<b>Task</b> M1:5. Conduct periodic educational sessions for participating partner locations, CBOs and school nurses, on asthma education and adopted guidelines/models.										
<b>Task</b> M1:6. Collaborate with overlapping PPSs, as appropriate, to offer training on becoming a Certified Asthma Educator.										
<b>Milestone #4</b> Ensure coordination with the Medicaid Managed Care organizations and Health Homes serving the affected population.										
<b>Task</b> PPS has established agreements with MCOs that address the coverage of patients with asthma health issues. PPS has established agreements with participating health home care managers, PCPs, and specialty providers.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network.										
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.										
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly										





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY1,Q1</b>	<b>DY1,Q2</b>	<b>DY1,Q3</b>	<b>DY1,Q4</b>	<b>DY2,Q1</b>	<b>DY2,Q2</b>	<b>DY2,Q3</b>	<b>DY2,Q4</b>	<b>DY3,Q1</b>	<b>DY3,Q2</b>
meetings with managed care organizations.										
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors.										
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.										
<b>Milestone #5</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Milestone #1</b> Implement evidence-based asthma management guidelines between primary care practitioners, specialists, and community-										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
based asthma programs (e.g., NYS Regional Asthma Coalitions) to ensure a regional population based approach to asthma management.										
<b>Task</b> PPS has agreements from participating providers and community programs to support a evidence-based asthma management guidelines.										
<b>Task</b> All participating practices have a Clinical Interoperability System in place for all participating providers.	494	494	494	494	494	494	494	494	494	494
<b>Task</b> All participating practices have a Clinical Interoperability System in place for all participating providers.	16	16	16	16	16	16	16	16	16	16
<b>Task</b> M1:1. Identify key stakeholders and participating provider organizations critical for successful project implementation.										
<b>Task</b> M1:2. Create a PPS-wide project sub-committee with representation from key stakeholders to oversee the project implementation.										
<b>Task</b> M1:3. Collaborate and form agreements with overlapping PPSs (i.e. Alliance for Better Health Care will be implementing 3.d.ii), Asthma Coalition of the Capital Region, and other stakeholders to align initiatives to support the guideline-concordant care.										
<b>Task</b> M1:4. Survey key stakeholders to assess current use and adherence to guideline-concordant care Expert Panel Review-3 (EPR-3) guidelines, range of services provided, and referral mechanisms.										
<b>Task</b> M1:5. Develop, working in collaboration with the project sub-committee and clinical experts across the PPS, a draft document defining the future state for the management of asthma utilizing evidence-based strategies.										
<b>Task</b> M1:6. Submit the draft future state document to Clinical and Quality Affairs committee for review and approval.										
<b>Task</b> M1:7. Execute written contracts with participating providers implementation of asthma guidelines.										
<b>Task</b> M1:8. Identify a participating provider organization located in a geographic area with high burden of asthma across the PPS sub-regions and finalize agreements for piloting the new model.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:9. Complete a gap-analysis utilizing the current state assessment and defined future state and, working in collaboration with the practice team, develop an action plan for the implementation of the new model.										
<b>Task</b> M1:10. Implement the approved action plan at the pilot participating provider site utilizing the PDSA approach.										
<b>Task</b> M1:11. Monitor ongoing performance, analyze clinical and operational outcomes, and identify timelines/practice sites for spread of successful tests of change.										
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M2:2. Perform a current state assessment on the participating provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M2:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Milestone #2</b> Establish agreements to adhere to national guidelines for asthma										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
management and protocols for access to asthma specialists, including EHR-HIE connectivity and telemedicine.										
<b>Task</b> Agreements with asthma specialists and asthma educators are established.										
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	53	53	53	53	53	53	53	53	53	53
<b>Task</b> EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.	70	70	70	70	70	70	70	70	70	70
<b>Task</b> Telemedicine service implemented, based on evaluation of impact to underserved areas including, but not limited to: - analysis of the availability of broadband access in the geographic area being served - gaps in services - geographic areas where PPS lacks resources and telemedicine will be used to increase the reach of these patients - why telemedicine is the best alternative to provide these services - challenges expected and plan to pro-actively resolve - plan for long term sustainability										
<b>Task</b> M1:1. Create a list of participating asthma and allergy specialists in the PPS network who serve the targeted patient populations.										
<b>Task</b> M1:2. Utilizing recognized best care practices, the CQAC will establish a methodology to define a patient/physician ratio across the PPS.										
<b>Task</b> M1:3. Establish appropriate contractual agreements with regional asthma specialists, including the Asthma Coalition of the Capital Region, to support a comprehensive, coordinated and patient-centered asthma care plan in the community, including training and development of practice based asthma educators.										
<b>Task</b> M2:1. Establish, under the auspices of the AMCH PPS Technology and Data Management Committee (TDMC), an ad-hoc project sub-committee to oversee the development and implementation of the action plan to assure PPS-wide EHR connectivity to the SHIN-NY and HIEs. Ensure key representation from identified providers and partners on the project sub-committee.										
<b>Task</b> M2:2. Perform a current state assessment on the participating										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
provider organizations' EHR systems' features and capabilities for connectivity to SHIN-NY and HIXNY.										
<b>Task</b> M2:3. Work with participating providers, not currently using EHRs, to incentivize EHR adoption for patient care management.										
<b>Task</b> M2:4. Develop and execute partner agreements and appropriate BAAs with participating providers who will utilize HIXNY and SHIN-NY for HIE connectivity and secure HIPPA compliant information sharing across PPS providers.										
<b>Task</b> M2:5. Utilizing the IT-TOM pilot experience, design the PPS-wide future state connectivity model.										
<b>Task</b> M2:6. Complete a gap-analysis utilizing the current state assessment and defined future state, creating an implementation plan and a phased roll-out.										
<b>Task</b> M2:7. Monitor progress on the ability to share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look-up, and support timely care management decisions.										
<b>Task</b> M3:1. Establish a telemedicine sub-committee to evaluate the impact of telemedicine on underserved areas as outlined in Milestone 2 Metric 3.										
<b>Task</b> M3:2: Based on the results of the evaluation, the two sub-committees will develop a draft telemedicine implementation plan that will include a vendor selection process if necessary. The draft document will be reviewed and approved by CQAC and the TDMC.										
<b>Task</b> M3:3. EHR subcommittee and TDMC will identify a pilot organization based on gaps in service and resources and develop a detailed organization-specific action plan for piloting the program.										
<b>Task</b> M3:4. Based on the experience from the initial pilot, the model will be updated, with resolution of identified challenges from the pilot, and spread to other regions with similar gaps in services and resources needed for effective evidence-based management of asthma.										
<b>Milestone #3</b> Deliver educational activities addressing asthma management to participating primary care providers.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> Participating providers receive training in evidence-based asthma management.										
<b>Task</b> M1:1. Project sub-committee will survey participating practitioners and relevant CBOs on current utilization of EPR-3 guidelines for managing patients with asthma.										
<b>Task</b> M1:2. Project sub-committee, working in collaboration with asthma specialists, will develop/adopt evidence-based asthma protocols, care pathways and training tools to train participating practitioners and staff working at CBOs responsible for providing care for asthma patients.										
<b>Task</b> M1:3. Project sub-committee, working in collaboration with WCC and participating partners, will identify appropriate training methods, including "train the trainer model", to train staff on EPR-3 guidelines and PPS adopted asthma care protocols.										
<b>Task</b> M1:4. Project sub-committee will collaborate with Albany Medical College and other educational institutions to conduct annual CME programs to update practitioners and staff on new developments in asthma care and management.										
<b>Task</b> M1:5. Conduct periodic educational sessions for participating partner locations, CBOs and school nurses, on asthma education and adopted guidelines/models.										
<b>Task</b> M1:6. Collaborate with overlapping PPSs, as appropriate, to offer training on becoming a Certified Asthma Educator.										
<b>Milestone #4</b> Ensure coordination with the Medicaid Managed Care organizations and Health Homes serving the affected population.										
<b>Task</b> PPS has established agreements with MCOs that address the coverage of patients with asthma health issues. PPS has established agreements with participating health home care managers, PCPs, and specialty providers.										
<b>Task</b> M1:1. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to evaluate current contractual arrangements with payers for possible amendments.										
<b>Task</b> M1:2. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to develop a framework that can be applied across the regional provider network.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:3. AMCH PMO will work with Medicaid MCOs to implement a roadmap following appropriate Federal and State laws, regulations and guidelines.										
<b>Task</b> M1:4. AMCH PMO will work with its provider network to provide technical support and assistance to amend existing fee-for-service contracts.										
<b>Task</b> M1:5. AMCH PMO will work in collaboration with AMCH Integrated Delivery Systems Department to negotiate required contracts with MCOs.										
<b>Task</b> M1:6. AMCH PMO, in collaboration with AMCH Integrated Delivery Systems Department, will discuss utilization trends, performance issues, and payment reform during monthly meetings with managed care organizations.										
<b>Task</b> M1:7. AMCH PMO will engage Medicaid MCOs in broader areas of concern to the PPS including financial sustainability, risk sharing, and compliance with competitive behaviors.										
<b>Task</b> M1:8. AMCH PPS will execute negotiated contracts with MCOs to implement required elements of the CMS approved VBP roadmap.										
<b>Milestone #5</b> Use EHRs or other technical platforms to track all patients engaged in this project.										
<b>Task</b> PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.										
<b>Task</b> M1:1. Articulate the scope, objectives and requirements of a patient tracking system to support effective population health management across PPS entities.										
<b>Task</b> M1:2. Assess the current systems' capabilities to track patients effectively and determine the need for additional technical systems.										
<b>Task</b> M1:3. Implement additional technical and workflow changes required for consistent and accurate tracking of targeted patient groups.										
<b>Task</b> M1:4. Implement training sessions to educate participating partners on how to utilize the additional technical platforms.										



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Project Requirements (Milestone/Task Name)</b>	<b>DY3,Q3</b>	<b>DY3,Q4</b>	<b>DY4,Q1</b>	<b>DY4,Q2</b>	<b>DY4,Q3</b>	<b>DY4,Q4</b>	<b>DY5,Q1</b>	<b>DY5,Q2</b>	<b>DY5,Q3</b>	<b>DY5,Q4</b>
<b>Task</b> M1:5. Utilize population health IT vendor to support the needs of the PPS and individual organizations/practices to track their population groups for population health management needs.										
<b>Task</b> M1:6. Generate required reports on the performance of individual and population health interventions implemented by the practice teams.										

**Prescribed Milestones Current File Uploads**

<b>Milestone Name</b>	<b>User ID</b>	<b>File Type</b>	<b>File Name</b>	<b>Description</b>	<b>Upload Date</b>
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No Records Found

**Prescribed Milestones Narrative Text**

<b>Milestone Name</b>	<b>Narrative Text</b>
Implement evidence-based asthma management guidelines between primary care practitioners, specialists, and community-based asthma programs (e.g., NYS Regional Asthma Coalitions) to ensure a regional population based approach to asthma management.	
Establish agreements to adhere to national guidelines for asthma management and protocols for access to asthma specialists, including EHR-HIE connectivity and telemedicine.	
Deliver educational activities addressing asthma management to participating primary care providers.	
Ensure coordination with the Medicaid Managed Care organizations and Health Homes serving the affected population.	
Use EHRs or other technical platforms to track all patients engaged in this project.	

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #1</b>	Pass & Ongoing	
<b>Milestone #2</b>	Pass & Ongoing	
<b>Milestone #3</b>	Pass & Ongoing	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Milestone Review Status**

<b>Milestone #</b>	<b>Review Status</b>	<b>IA Formal Comments</b>
<b>Milestone #4</b>	Pass & Ongoing	
<b>Milestone #5</b>	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.d.iii.4 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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No Records Found

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 3.d.iii.5 - IA Monitoring**

**Instructions :**



New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Project 4.b.i – Promote tobacco use cessation, especially among low SES populations and those with poor mental health.**

**IPQR Module 4.b.i.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

There are many risks to successfully implementing this project especially among low SES populations and those with poor mental health.

Lack of understanding of cessation medications & counseling, and lack of referrals to the NYS Smokers' Quitline are barriers to success. Lack of time spent providing tobacco cessation counseling and education to patients, and the lack of integration between primary care and behavioral health providers are also barriers. A lack of organizational commitment may also hinder cessation efforts. MCOs may need to modify buy into the value of the program and agree to reimburse for tobacco cessation services.

To mitigate these risks AMCH PPS will:

- Form a project subcommittee or ensure relevant tobacco cessation discussions occur in the appropriate subcommittees.
- Identify opportunities to meet multiple project milestones related to tobacco use cessation with cross-cutting requirements in EHR tracking and Behavioral Health.
- Implement cross-PPS EHR capabilities including excel transfer of data in lieu of MAPP functionality.
- Activate WCC to provide resources and materials to organizations and providers for collaboration, coordination, and patient engagement.
- In collaboration with our workforce training vendor, the PMO will provide training and resources for the current workforce to ensure cessation counseling is provided in a culturally and linguistically appropriate way.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 4.b.i.2 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

<b>Milestone/Task Name</b>	<b>Status</b>	<b>Description</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone</b> Engage community partners in collaboration regarding tobacco cessation initiatives.	In Progress	Engage community partners in collaboration regarding tobacco cessation initiatives.	10/05/2015	03/31/2020	10/05/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. AMCH PMO will identify community partners including providers, CBOs, and advocacy groups.	In Progress	1. AMCH PMO will identify community partners including providers, CBOs, and advocacy groups.	10/05/2015	03/31/2020	10/05/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Through the CCAC, AMCH PMO will communicate planned actions to increase access to tobacco cessation resources for appropriate patient populations.	On Hold	2. Through the CCAC, AMCH PMO will communicate planned actions to increase access to tobacco cessation resources for appropriate patient populations.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 3. In collaboration with identified participants, AMCH PPS will consider system wide approaches to identify patients for tobacco-use screening and appropriate follow-up.	On Hold	3. In collaboration with identified participants, AMCH PMO will consider system wide approaches to identify patients for tobacco-use screening and appropriate follow-up.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Review and update a summary of current institutional policies regarding tobacco-free environment (one time).	In Progress	Review and update a summary of current institutional policies regarding tobacco-free environment (one time).	10/05/2015	03/31/2020	10/05/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. Create project sub-committee with representation from key stakeholders, including Advancing Tobacco-Free Communities, to oversee the project implementation.	In Progress	1. Create project sub-committee with representation from key stakeholders, including Advancing Tobacco-Free Communities, to oversee the project implementation.	10/05/2015	03/31/2020	10/05/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Coordinate with neighboring and overlapping PPS's and other key stakeholders to assess partners and identify PPS partner	On Hold	2. Coordinate with neighboring and overlapping PPS's and other key stakeholders to assess partners and identify PPS partner sites with existing tobacco-free environment policies.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
sites with existing tobacco-free environment policies.								
<b>Task</b> 3. Engage executive leadership at sites that lack policies, to support adoption of tobacco-free environment policies.	On Hold	3. Engage executive leadership at sites that lack policies, to support adoption of tobacco-free environment policies.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Incorporate provider training in tobacco dependence treatment.	On Hold	Incorporate provider training in tobacco dependence treatment.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. In collaboration with WCC, approve trainings to be offered to providers as part of awareness of tobacco cessation initiatives.	On Hold	1. In collaboration with WCC, approve trainings to be offered to providers as part of awareness of tobacco cessation initiatives.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Track, through WCC, providers who complete these trainings on a biennial schedule.	On Hold	2. Track, through WCC, providers who complete these trainings on a biennial schedule.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> A PPS-wide policy that ensures tobacco status is queried and documented consistent with USPSTF guidelines.	On Hold	A PPS-wide policy that ensures tobacco status is queried and documented consistent with USPSTF guidelines.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. Make recommendations in the form of a practice/site specific action plan for referral and follow-up policies and procedures based on findings and best practices.	On Hold	1. Make recommendations in the form of a practice/site specific action plan for referral and follow-up policies and procedures based on findings and best practices.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Development and use of routine performance measures for monitoring tobacco use screening and treatment.	On Hold	Development and use of routine performance measures for monitoring tobacco use screening and treatment.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. Identify available, routine performance measures captured by participating providers regarding tobacco use, screening, and treatment.	On Hold	1. Identify available, routine performance measures captured by participating providers regarding tobacco use, screening, and treatment.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Share routine performance measures with participating providers to encourage adoption of appropriate screening and treatment of appropriate screening and treatment	On Hold	2. Share routine performance measures with participating providers to encourage adoption of appropriate screening and treatment activities to assist with reporting and measurement.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Milestone/Task Name</b>	<b>Status</b>	<b>Description</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
activities to assist with reporting and measurement.								
<b>Milestone</b> Identify dedicated staff who will provide tobacco dependency treatment as outlined by the USPHS Clinical Practice Guidelines and assess the delivery of this treatment in staff performance evaluations.	On Hold	Identify dedicated staff who will provide tobacco dependency treatment as outlined by the USPHS Clinical Practice Guidelines and assess the delivery of this treatment in staff performance evaluations.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. In collaboration with WCC, identify needs for training across PPS partners, with special focus on those providing behavioral health services.	On Hold	1. In collaboration with WCC, identify needs for training across PPS partners, with special focus on those providing behavioral health services.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Following USPHS Clinical Practice Guidelines, encourage participating partners to report treatment outcomes.	On Hold	2. Following USPHS Clinical Practice Guidelines, encourage participating partners to report treatment outcomes.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 3. Encourage participating providers to conduct staff evaluations annually regarding competencies associated with USPHS Clinical Practice Guidelines.	On Hold	3. Encourage participating providers to conduct staff evaluations annually regarding competencies associated with USPHS Clinical Practice Guidelines.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 4. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	On Hold	4. Develop clinician, staff and practice recognition program to acknowledge high performance and motivate other practices to improve their performance.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Engage in MOUs with NYS DOH Bureau of Tobacco Control's Health Systems for a Tobacco-Free NY's contractors to receive technical assistance on system improvements related to tobacco use cessation.	On Hold	Engage in MOUs with NYS DOH Bureau of Tobacco Control's Health Systems for a Tobacco-Free NY's contractors to receive technical assistance on system improvements related to tobacco use cessation.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. Execute MOUs with NYS DOH Bureau of Tobacco Control's Health Systems to receive support on system improvements related to tobacco use cessation.	On Hold	1. Execute MOUs with NYS DOH Bureau of Tobacco Control's Health Systems to receive support on system improvements related to tobacco use cessation.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
<b>Task</b> 2. Collaborate with overlapping and neighboring PPS's to coordinate tobacco cessation programs across the region.	On Hold	2. Collaborate with overlapping and neighboring PPS's to coordinate tobacco cessation programs across the region.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Resources budgeted for related community service plan activities.	In Progress	Resources budgeted for related community service plan activities.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> Resources budgeted for related community service plan activities.	In Progress	Resources budgeted for related community service plan activities.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
Engage community partners in collaboration regarding tobacco cessation initiatives.	
Review and update a summary of current institutional policies regarding tobacco-free environment (one time).	
Incorporate provider training in tobacco dependence treatment.	
A PPS-wide policy that ensures tobacco status is queried and documented consistent with USPSTF guidelines.	
Development and use of routine performance measures for monitoring tobacco use screening and treatment.	
Identify dedicated staff who will provide tobacco dependency treatment as outlined by the USPHS Clinical Practice Guidelines and assess the delivery of this treatment in staff performance evaluations.	
Engage in MOUs with NYS DOH Bureau of Tobacco Control's Health Systems for a Tobacco-Free NY's contractors to receive technical assistance on system improvements related to	





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
tobacco use cessation.	
Resources budgeted for related community service plan activities.	

**Module Review Status**

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 4.b.i.3 - IA Monitoring**

**Instructions :**



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**Project 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**

**✓ IPQR Module 4.b.ii.1 - Major Risks to Implementation and Mitigation Strategies**

**Instructions :**

Please describe what the major risks are for this project, as well as the actions you plan to take to mitigate them.

Barriers identified in our CNA include: wait time for appointments, lack of specialists, transportation and stigma. Patient engagement may also be negatively impacted by cultural differences, age, sex and socioeconomic status. Such factors leave community members at a disadvantage. The second risk is the capability to obtain and facilitate training, education and workforce resources. It will be vital to provide ongoing education, and providing training over such an expansive area is challenging. Provider and non-provider staff must be trained and demonstrate competency in preventive care initiatives. Community-based training resources will also need to be developed.

Another risk is EHR compatibility across the PPS Network. IT capabilities and capacities vary across providers. A number of partnering organizations lack sophisticated IT infrastructure and EHR system connectivity, necessary to facilitate this project. The PMO will need protocols, consents, care teams, IT infrastructure, etc., Connections to RHIO/HIXNY/SHINY will be important in addressing this risk

To mitigate these risks, the PMO will:

- Activate WCC to provide resources to providers for collaboration, coordination, and patient engagement.
- Our workforce training vendor will provide extensive resources for the current workforce.
- Health Navigators will assist patients with their health care needs.
- The PMO will work with MCOs to ensure that cancer screenings are affordable and accessible
- Care teams will utilize protocols to track patient appointments and screening results.
- Mobile breast cancer screening vans will also be deployed in the regional "hot spots."
- Take advantage of developing EHR capabilities and EHR prompts.
- The PMO will also use, follow-up calls, health navigators and other case managers to process and address cancer screening results.
- The PPS and its partners have applied for capital funding to enhance IT infrastructure.



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 4.b.ii.2 - PPS Defined Milestones**

**Instructions :**

Please provide updates to baseline reporting on status, target dates, and work breakdown tasks for PPS-defined milestones.

<b>Milestone/Task Name</b>	<b>Status</b>	<b>Description</b>	<b>Original Start Date</b>	<b>Original End Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Quarter End Date</b>	<b>DSRIP Reporting Year and Quarter</b>
<b>Milestone</b> Devise a communication strategy to community partners on intention to take action on this project and invitation for collaboration.	In Progress	Devise a communication strategy to community partners on intention to take action on this project and invitation for collaboration.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> 1. AMCH PMO will identify community partners including providers, CBOs, and advocacy groups.	In Progress	1. AMCH PMO will identify community partners including providers, CBOs, and advocacy groups.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> 2. Through the CCAC, AMCH PMO will communicate planned actions to increase access to preventative screenings for appropriate patient populations.	In Progress	2. Through the CCAC, AMCH PMO will communicate planned actions to increase access to preventative screenings for appropriate patient populations.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> 3. In collaboration with identified participants, AMCH PMO will adopt system-wide approaches to identify patients for screening and follow-up.	On Hold	3. In collaboration with identified participants, AMCH PMO will adopt system-wide approaches to identify patients for screening and follow-up.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Increase provider/care team knowledge of screening protocols and clinical practice guidelines.	In Progress	Increase provider/care team knowledge of screening protocols and clinical practice guidelines.	12/01/2015	03/31/2020	12/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. CQAC will review information from the NYS Cancer Services Program website. This information will be used to recommend comprehensive cancer screening policies and protocols, for adoption, as appropriate.	In Progress	1. CQAC will review information from the NYS Cancer Services Program website. This information will be used to recommend comprehensive cancer screening policies and protocols, for adoption, as appropriate.	12/01/2015	03/31/2020	12/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. AMCH PMO, in collaboration with CQAC, will review, recommend, and distribute	On Hold	2. AMCH PMO, in collaboration with CQAC, will review, recommend, and distribute screening protocols to participating providers.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
screening protocols to participating providers.								
<b>Task</b> 3. AMCH PMO will encourage participating providers to adopt policies and protocols and make EHR updates to alert and remind patients in need of follow-up for abnormal results.	On Hold	3. AMCH PMO will encourage participating providers to adopt polices and protocols and make EHR updates to alert and remind patients in need of follow-up for abnormal results.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Increase rates of screening (or re-screening) among defined patient populations.	On Hold	Increase rates of screening (or re-screening) among defined patient populations.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. AMCH PMO will work with population health vendors, as well as Health Departments and others, to collect and analyze baseline rates of cancer screenings conducted across the network for the target population.	On Hold	1. AMCH PMO will work with population health vendors, as well as Health Departments and others, to collect and analyze baseline rates of cancer screenings conducted across the network for the target population.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 2. Working with identified community partners and population health IT platforms, AMCH PMO will recommend a system-wide approach for monitoring performance and sharing results.	On Hold	2. Working with identified community partners and population health IT platforms, AMCH PMO will recommend a system-wide approach for monitoring performance and sharing results.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 3. Following PDSA or Rapid Cycle Improvement methodologies, the AMCH PMO will assist participating practice sites, where improvement opportunities might exist, and facilitate performance improvement to the extent feasible.	On Hold	3. Following PDSA or Rapid Cycle Improvement methodologies, the AMCH PMO will assist participating practice sites, where improvement opportunities might exist, and facilitate performance improvement to the extent feasible.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Increase follow-up of abnormal cancer screening results on a timely basis.	On Hold	Increase follow-up of abnormal cancer screening results on a timely basis.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 1. AMCH PMO will work with population health vendors to collect and analyze baseline rates of follow-up of abnormal cancer screening results.	On Hold	1. AMCH PMO will work with population health vendors to collect and analyze baseline rates of follow-up of abnormal cancer screening results.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b>	On Hold	2. AMCH PMO will provide guidance to participating providers for	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
2. AMCH PMO will provide guidance to participating providers for alerting and reminding patients in need of follow-up for abnormal results.		alerting and reminding patients in need of follow-up for abnormal results.						
<b>Task</b> 3. Following PDSA or Rapid Cycle Improvement methodologies, the AMCH PMO will assist participating practice sites, where improvement opportunities might exist, and facilitate performance improvement where feasible.	On Hold	3. Following PDSA or Rapid Cycle Improvement methodologies, the AMCH PMO will assist participating practice sites, where improvement opportunities might exist, and facilitate performance improvement where feasible.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 4. AMCH PMO, in collaboration with the WCC and CCHLC, will coordinate training of community navigators with culturally-appropriate navigation materials for patient populations with low screening rates.	On Hold	4. AMCH PMO, in collaboration with the WCC and CCHLC, will coordinate training of community navigators with culturally-appropriate navigation materials for patient populations with low screening rates.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Task</b> 5. AMCH PMO will publish aggregated cancer screening rates, for the network of providers at least annually.	On Hold	5. AMCH PMO will publish aggregated cancer screening rates, for the network of providers at least annually.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
<b>Milestone</b> Resources budgeted for related community service plan activities.	In Progress	Resources budgeted for related community service plan activities.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3
<b>Task</b> 1. The AMCH PPS Finance Committee will develop a budget to support the achievement of project milestones.	In Progress	1. The AMCH PPS Finance Committee will develop a budget to support the achievement of project milestones.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3

**PPS Defined Milestones Current File Uploads**

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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No Records Found



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

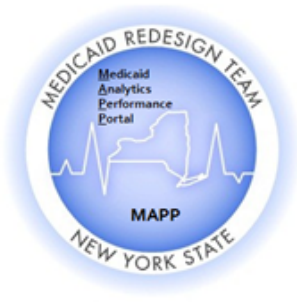
**Albany Medical Center Hospital (PPS ID:1)**

**PPS Defined Milestones Narrative Text**

Milestone Name	Narrative Text
Devise a communication strategy to community partners on intention to take action on this project and invitation for collaboration.	
Increase provider/care team knowledge of screening protocols and clinical practice guidelines.	
Increase rates of screening (or re-screening) among defined patient populations.	
Increase follow-up of abnormal cancer screening results on a timely basis.	
Resources budgeted for related community service plan activities.	

**Module Review Status**

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

**IPQR Module 4.b.ii.3 - IA Monitoring**

**Instructions :**





New York State Department Of Health  
Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Albany Medical Center Hospital (PPS ID:1)

**Attestation**

The Lead Representative has been designated by the Primary Lead PPS Provider (PPS Lead Entity) as the signing officiate for the DSRIP Quarterly Report. The Lead Representative has the authority to complete this attestation on behalf of the PPS network. The Lead Representative and PPS Lead Entity are responsible for the authenticity and accuracy of the material submitted in this report.

The Lead Representative of the Performing Provider System (PPS) must complete this attestation form in order for the project application to be accepted by the NYS Department of Health. Once the attestation is complete, the Quarterly Report will be locked down from any further editing. Do not complete this section until the entire Quarterly Report is complete.

If the Quarterly Report becomes locked in error and additional changes are necessary, please use the contact information on the Home Page to request that the Quarterly Report be unlocked.

To electronically sign this Quarterly Report, please enter the required information and check the box below:

I here by attest, as the Lead Representative of the 'Albany Medical Center Hospital', that all information provided on this Quarterly report is true and accurate to the best of my knowledge, and that, following initial submission in the current quarterly reporting period as defined by NY DOH, changes made to this report were pursuant only to documented instructions or documented approval of changes from DOH or DSRIP Independent Assessor.

Primary Lead PPS Provider:	ALBANY MEDICAL CTR HOSPITAL
Secondary Lead PPS Provider:	
Lead Representative:	George Clifford
Submission Date:	12/15/2015 03:59 PM

Comments:



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Status Log				
Quarterly Report (DY,Q)	Status	Lead Representative Name	User ID	Date Timestamp
DY1, Q2	Adjudicated	George Clifford	sv590918	12/31/2015 09:20 PM
DY1, Q2	Submitted	George Clifford	cliffog	12/15/2015 03:59 PM
DY1, Q2	Returned	George Clifford	emcgill	12/01/2015 12:19 PM
DY1, Q2	Submitted	George Clifford	cliffog	10/30/2015 03:30 PM
DY1, Q2	In Process		ETL	10/01/2015 12:14 AM



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Comments Log</b>			
<b>Status</b>	<b>Comments</b>	<b>User ID</b>	<b>Date Timestamp</b>
Returned	DY1 Q2 Quarterly Report has been returned for remediation.	emcgill	12/01/2015 12:19 PM



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Section	Module Name	Status
Section 01	IPQR Module 1.1 - PPS Budget Report (Baseline)	✔ Completed
	IPQR Module 1.2 - PPS Budget Report (Quarterly)	✔ Completed
	IPQR Module 1.3 - PPS Flow of Funds (Baseline)	✔ Completed
	IPQR Module 1.4 - PPS Flow of Funds (Quarterly)	✔ Completed
	IPQR Module 1.5 - Prescribed Milestones	✔ Completed
	IPQR Module 1.6 - PPS Defined Milestones	✔ Completed
	IPQR Module 1.7 - IA Monitoring	
Section 02	IPQR Module 2.1 - Prescribed Milestones	✔ Completed
	IPQR Module 2.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 2.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 2.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 2.6 - Key Stakeholders	✔ Completed
	IPQR Module 2.7 - IT Expectations	✔ Completed
	IPQR Module 2.8 - Progress Reporting	✔ Completed
	IPQR Module 2.9 - IA Monitoring	
Section 03	IPQR Module 3.1 - Prescribed Milestones	✔ Completed
	IPQR Module 3.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 3.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 3.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 3.6 - Key Stakeholders	✔ Completed
	IPQR Module 3.7 - IT Expectations	✔ Completed
	IPQR Module 3.8 - Progress Reporting	✔ Completed
	IPQR Module 3.9 - IA Monitoring	
Section 04	IPQR Module 4.1 - Prescribed Milestones	✔ Completed
	IPQR Module 4.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 4.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

<b>Section</b>	<b>Module Name</b>	<b>Status</b>
	IPQR Module 4.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 4.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 4.6 - Key Stakeholders	✔ Completed
	IPQR Module 4.7 - IT Expectations	✔ Completed
	IPQR Module 4.8 - Progress Reporting	✔ Completed
	IPQR Module 4.9 - IA Monitoring	
Section 05	IPQR Module 5.1 - Prescribed Milestones	✔ Completed
	IPQR Module 5.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 5.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 5.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 5.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 5.6 - Key Stakeholders	✔ Completed
	IPQR Module 5.7 - Progress Reporting	✔ Completed
IPQR Module 5.8 - IA Monitoring		
Section 06	IPQR Module 6.1 - Prescribed Milestones	✔ Completed
	IPQR Module 6.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 6.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 6.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 6.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 6.6 - Key Stakeholders	✔ Completed
	IPQR Module 6.7 - IT Expectations	✔ Completed
	IPQR Module 6.8 - Progress Reporting	✔ Completed
IPQR Module 6.9 - IA Monitoring		
Section 07	IPQR Module 7.1 - Prescribed Milestones	✔ Completed
	IPQR Module 7.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 7.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 7.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 7.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 7.6 - Key Stakeholders	✔ Completed



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Section	Module Name	Status
	IPQR Module 7.7 - IT Expectations	✔ Completed
	IPQR Module 7.8 - Progress Reporting	✔ Completed
	IPQR Module 7.9 - IA Monitoring	
Section 08	IPQR Module 8.1 - Prescribed Milestones	✔ Completed
	IPQR Module 8.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 8.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 8.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 8.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 8.6 - Key Stakeholders	✔ Completed
	IPQR Module 8.7 - IT Expectations	✔ Completed
	IPQR Module 8.8 - Progress Reporting	✔ Completed
	IPQR Module 8.9 - IA Monitoring	
Section 09	IPQR Module 9.1 - Prescribed Milestones	✔ Completed
	IPQR Module 9.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 9.3 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 9.4 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 9.5 - Roles and Responsibilities	✔ Completed
	IPQR Module 9.6 - Key Stakeholders	✔ Completed
	IPQR Module 9.7 - IT Expectations	✔ Completed
	IPQR Module 9.8 - Progress Reporting	✔ Completed
	IPQR Module 9.9 - IA Monitoring	
Section 10	IPQR Module 10.1 - Overall approach to implementation	✔ Completed
	IPQR Module 10.2 - Major dependencies between work streams and coordination of projects	✔ Completed
	IPQR Module 10.3 - Project Roles and Responsibilities	✔ Completed
	IPQR Module 10.4 - Overview of key stakeholders and how influenced by your DSRIP projects	✔ Completed
	IPQR Module 10.5 - IT Requirements	✔ Completed
	IPQR Module 10.6 - Performance Monitoring	✔ Completed
	IPQR Module 10.7 - Community Engagement	✔ Completed
		IPQR Module 10.8 - IA Monitoring



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Section	Module Name	Status
Section 11	IPQR Module 11.1 - Workforce Strategy Spending	✔ Completed
	IPQR Module 11.2 - Prescribed Milestones	✔ Completed
	IPQR Module 11.3 - PPS Defined Milestones	✔ Completed
	IPQR Module 11.4 - Major Risks to Implementation & Risk Mitigation Strategies	✔ Completed
	IPQR Module 11.5 - Major Dependencies on Organizational Workstreams	✔ Completed
	IPQR Module 11.6 - Roles and Responsibilities	✔ Completed
	IPQR Module 11.7 - Key Stakeholders	✔ Completed
	IPQR Module 11.8 - IT Expectations	✔ Completed
	IPQR Module 11.9 - Progress Reporting	✔ Completed
	IPQR Module 11.10 - Staff Impact	
	IPQR Module 11.11 - IA Monitoring	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project ID	Module Name	Status
2.a.i	IPQR Module 2.a.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.a.i.2 - Prescribed Milestones	✔ Completed
	IPQR Module 2.a.i.3 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.a.i.4 - IA Monitoring	
2.a.iii	IPQR Module 2.a.iii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.a.iii.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.a.iii.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.a.iii.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.a.iii.5 - IA Monitoring	
2.a.v	IPQR Module 2.a.v.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.a.v.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.a.v.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.a.v.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.a.v.5 - IA Monitoring	
2.b.iii	IPQR Module 2.b.iii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.b.iii.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.b.iii.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.b.iii.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.b.iii.5 - IA Monitoring	
2.d.i	IPQR Module 2.d.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.d.i.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.d.i.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.d.i.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.d.i.5 - IA Monitoring	
3.a.i	IPQR Module 3.a.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.a.i.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.a.i.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.a.i.4 - PPS Defined Milestones	✔ Completed





**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**







Project ID	Module Name	Status
	IPQR Module 3.a.i.5 - IA Monitoring	
3.a.ii	IPQR Module 3.a.ii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.a.ii.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.a.ii.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.a.ii.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.a.ii.5 - IA Monitoring	
3.b.i	IPQR Module 3.b.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.b.i.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.b.i.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.b.i.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.b.i.5 - IA Monitoring	
3.d.iii	IPQR Module 3.d.iii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.d.iii.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.d.iii.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.d.iii.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.d.iii.5 - IA Monitoring	
4.b.i	IPQR Module 4.b.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 4.b.i.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 4.b.i.3 - IA Monitoring	
4.b.ii	IPQR Module 4.b.ii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 4.b.ii.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 4.b.ii.3 - IA Monitoring	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**





Section	Module Name / Milestone #	Review Status	
Section 01	Module 1.1 - PPS Budget Report (Baseline)	Pass & Complete	
	Module 1.2 - PPS Budget Report (Quarterly)	Pass & Ongoing	
	Module 1.3 - PPS Flow of Funds (Baseline)	Pass & Complete	
	Module 1.4 - PPS Flow of Funds (Quarterly)	Pass & Ongoing	
	Module 1.5 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
Section 02	Module 2.1 - Prescribed Milestones		
	Milestone #1	Pass & Complete	 
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Complete	 
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Complete	 
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
Section 03	Module 3.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**



Section	Module Name / Milestone #	Review Status	
	Milestone #8	Pass & Ongoing	
Section 04	Module 4.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
Section 05	Module 5.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
Section 06	Module 6.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
Section 07	Module 7.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
Section 08	Module 8.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
Section 09	Module 9.1 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
Section 11	Module 11.2 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**




Section	Module Name / Milestone #	Review Status	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**




Project ID	Module Name / Milestone #	Review Status	
2.a.i	Module 2.a.i.2 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
	Milestone #10	Pass & Ongoing	
	Milestone #11	Pass & Ongoing	
2.a.iii	Module 2.a.iii.2 - Patient Engagement Speed	Fail	 
	Module 2.a.iii.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
2.a.v	Module 2.a.v.2 - Patient Engagement Speed	Pass (with Exception) & Ongoing	



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**



Project ID	Module Name / Milestone #	Review Status	
	Module 2.a.v.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
2.b.iii	Module 2.b.iii.2 - Patient Engagement Speed	Pass & Ongoing	 
	Module 2.b.iii.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
2.d.i	Module 2.d.i.2 - Patient Engagement Speed	Fail	
	Module 2.d.i.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing		



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project ID	Module Name / Milestone #	Review Status	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
	Milestone #10	Pass & Ongoing	
	Milestone #11	Pass & Ongoing	
	Milestone #12	Pass & Ongoing	
	Milestone #13	Pass & Ongoing	
	Milestone #14	Pass & Ongoing	
	Milestone #15	Pass & Ongoing	
	Milestone #16	Pass & Ongoing	
	Milestone #17	Pass & Ongoing	
3.a.i	Module 3.a.i.2 - Patient Engagement Speed	Pass & Ongoing	 
	Module 3.a.i.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
	Milestone #10	Pass & Ongoing	
	Milestone #11	Pass & Ongoing	
	Milestone #12	Pass & Ongoing	
	Milestone #13	Pass & Ongoing	
Milestone #14	Pass & Ongoing		



**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project ID	Module Name / Milestone #	Review Status	
	Milestone #15	Pass & Ongoing	
3.a.ii	Module 3.a.ii.2 - Patient Engagement Speed	Fail	
	Module 3.a.ii.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
	Milestone #10	Pass & Ongoing	
3.b.i	Module 3.b.i.2 - Patient Engagement Speed	Fail	
	Module 3.b.i.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
	Milestone #6	Pass & Ongoing	
	Milestone #7	Pass & Ongoing	
	Milestone #8	Pass & Ongoing	
	Milestone #9	Pass & Ongoing	
	Milestone #10	Pass & Ongoing	







**New York State Department Of Health  
Delivery System Reform Incentive Payment Project**

**DSRIP Implementation Plan Project**

**Albany Medical Center Hospital (PPS ID:1)**

Project ID	Module Name / Milestone #	Review Status	
	Milestone #11	Pass & Ongoing	
	Milestone #12	Pass & Ongoing	
	Milestone #13	Pass & Ongoing	
	Milestone #14	Pass & Ongoing	
	Milestone #15	Pass & Ongoing	
	Milestone #16	Pass & Ongoing	
	Milestone #17	Pass & Ongoing	
	Milestone #18	Pass & Ongoing	
	Milestone #19	Pass & Ongoing	
	Milestone #20	Pass & Ongoing	
3.d.iii	Module 3.d.iii.2 - Patient Engagement Speed	Fail	 
	Module 3.d.iii.3 - Prescribed Milestones		
	Milestone #1	Pass & Ongoing	
	Milestone #2	Pass & Ongoing	
	Milestone #3	Pass & Ongoing	
	Milestone #4	Pass & Ongoing	
	Milestone #5	Pass & Ongoing	
4.b.i	Module 4.b.i.2 - PPS Defined Milestones	Pass & Ongoing	
4.b.ii	Module 4.b.ii.2 - PPS Defined Milestones	Pass & Ongoing	