



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

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Quarterly Report - Implementation Plan for Finger Lakes Performing Provider Systems, Inc.

Year and Quarter: DY2, Q4

Quarterly Report Status: Adjudicated

Status By Section

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

Status By Project

Project ID	Project Title	Status
2.a.i	Create Integrated Delivery Systems that are focused on Evidence-Based Medicine / Population Health Management	Completed
2.b.iii	ED care triage for at-risk populations	Completed
2.b.iv	Care transitions intervention model to reduce 30 day readmissions for chronic health conditions	Completed
2.b.vi	Transitional supportive housing services	Completed
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	Completed
3.a.i	Integration of primary care and behavioral health services	Completed
3.a.ii	Behavioral health community crisis stabilization services	Completed
3.a.v	Behavioral Interventions Paradigm (BIP) in Nursing Homes	Completed
3.f.i	Increase support programs for maternal & child health (including high risk pregnancies) (Example: Nurse-Family Partnership)	Completed
4.a.iii	Strengthen Mental Health and Substance Abuse Infrastructure across Systems	Completed
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)	Completed



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Section 01 – Budget

IPQR Module 1.1 - PPS Budget - Waiver Revenue (Baseline) - READ ONLY

Instructions :

READ ONLY - The Baseline Budget table was left for ease of reference during reporting.

Budget Items	DY1 (\$)	DY2 (\$)	DY3 (\$)	DY4 (\$)	DY5 (\$)	Total (\$)
Waiver Revenue	84,539,692	90,091,526	145,689,305	129,007,323	84,539,692	533,867,539
Cost of Project Implementation & Administration	12,680,954	13,513,730	21,853,397	19,351,099	12,680,954	80,080,134
Cost of Project Implementation	9,686,256	10,066,742	15,694,155	13,560,428	8,560,637	57,568,218
Cost of Administration	2,994,698	3,446,988	6,159,242	5,790,671	4,120,317	22,511,916
Revenue Loss	8,453,969	9,009,152	14,568,930	12,900,732	8,453,969	53,386,752
Internal PPS Provider Bonus Payments	0	0	0	0	0	0
Cost of non-covered services	8,453,969	9,009,152	14,568,930	12,900,732	8,453,969	53,386,752
Other	54,950,800	58,559,492	94,698,048	83,854,760	54,950,800	347,013,900
Payments to Partners for Contracted Project Work	54,950,800	58,559,492	94,698,048	83,854,760	54,950,800	347,013,900
Total Expenditures	84,539,692	90,091,526	145,689,305	129,007,323	84,539,692	533,867,538
Undistributed Revenue	0	0	0	0	0	1

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Narrative Text :

FLPPS budget categories submitted in the June 1 submission do not align with the categories in the current MAPP tool module 1.1. The crosswalk for FLPPS used to complete this submissions is as follows: Cost of Project Implementation = Administration and Operational Costs (15%); Cost of non-covered services=Sustainability (10%); Revenue Loss=Contingency and Revenue Loss (10%); Other=Partner Share of Funds (65%). The Internal PPS Provider Bonus Payments is the same as the original submission and still TBD based on actual high performance dollar drawn for the PPS. The total net project value in the MAPP tool is also off by \$1 when compared to the amount from the award letter. Please note that our original DY projections did not align with those included in the MAPP tool due to precision of decimal points in determining the % of funds from total award per DY.



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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✓ IPQR Module 1.2 - PPS Budget - Waiver Revenue (Quarterly)

Instructions :

Please include updates on waiver revenue 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 DY2	Total Waiver Revenue	Undistributed Revenue YTD	Undistributed Revenue Total
90,091,526	533,867,539	51,436,513	474,264,150

Budget Items	DY2 Q4 Quarterly Amount - Update	Cumulative Spending to Date (DY1 - DY5)	Remaining Balance in Current DY	Percent Remaining in Current DY	Cumulative Remaining Balance	Percent Remaining of Cumulative Balance
Cost of Project Implementation & Administration	3,469,538	20,449,128	2,041,417	15.11%	59,631,006	74.46%
Cost of Project Implementation	3,139,459					
Cost of Administration	330,079					
Revenue Loss	0	0	9,009,152	100.00%	53,386,752	100.00%
Internal PPS Provider Bonus Payments	0	0	0		0	
Cost of non-covered services	0	0	9,009,152	100.00%	53,386,752	100.00%
Other	182,183	39,154,261	31,376,792	53.58%	307,859,639	88.72%
Payments to Partners for Contracted Project Work	182,183					
Total Expenditures	3,651,721	59,603,389				

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Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.



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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✔ IPQR Module 1.3 - PPS Flow of Funds - Waiver Revenue (Baseline) - READ ONLY

Instructions :

READ ONLY - The Baseline Funds Flow table was left for ease of reference during reporting.

Funds Flow Items	DY1 (\$)	DY2 (\$)	DY3 (\$)	DY4 (\$)	DY5 (\$)	Total (\$)
Waiver Revenue	84,539,692	90,091,526	145,689,305	129,007,323	84,539,692	533,867,539
Practitioner - Primary Care Provider (PCP)	7,591,601	8,090,151	13,082,790	11,584,760	7,591,601	47,940,903
Practitioner - Non-Primary Care Provider (PCP)	5,791,843	6,172,201	9,981,223	8,838,335	5,791,843	36,575,445
Hospital	5,975,398	6,367,811	10,297,549	9,118,441	5,975,399	37,734,598
Clinic	10,030,335	10,689,040	17,285,520	15,306,262	10,030,335	63,341,492
Case Management / Health Home	645,442	687,829	1,112,306	984,942	645,442	4,075,961
Mental Health	6,350,333	6,767,368	10,943,683	9,690,590	6,350,333	40,102,307
Substance Abuse	3,074,793	3,276,719	5,298,866	4,692,125	3,074,793	19,417,296
Nursing Home	6,381,927	6,801,037	10,998,131	9,738,803	6,381,927	40,301,825
Pharmacy	2,504,713	2,669,201	4,316,433	3,822,185	2,504,713	15,817,245
Hospice	2,624,491	2,796,845	4,522,849	4,004,965	2,624,491	16,573,641
Community Based Organizations	1,141,241	1,216,188	1,966,728	1,741,530	1,141,241	7,206,928
All Other	11,292,651	12,034,255	19,460,900	17,232,553	11,292,651	71,313,010
Uncategorized						0
PPS PMO	12,680,954	13,513,730	21,853,397	19,351,099	12,680,954	80,080,134
Total Funds Distributed	76,085,722	81,082,375	131,120,375	116,106,590	76,085,723	480,480,785
Undistributed Revenue	8,453,970	9,009,151	14,568,930	12,900,733	8,453,969	53,386,754

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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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✓ IPQR Module 1.4 - PPS Flow of Funds - Waiver Revenue (Quarterly)

Instructions :

Please include updates on waiver revenue flow of funds for this quarterly reporting period by importing the PIT file and filling out the PPS PMO line manually. 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 DY2	Total Waiver Revenue	Undistributed Revenue YTD	Undistributed Revenue Total
90,091,526.00	533,867,539.00	60,096,090.57	486,412,246.57

Funds Flow Items	DY2 Q4 Quarterly Amount - Update	Percentage of Safety Net Funds - DY2 Q4 Quarterly Amount - Update	Safety Net Funds Flowed YTD	Safety Net Funds Percentage YTD	Total Amount Disbursed to Date (DY1-DY5)	Percent Spent By Project											DY Adjusted Difference	Cumulative Difference
						Projects Selected By PPS												
						2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii		
Practitioner - Primary Care Provider (PCP)	0	0.00%	0	0.00%	486,504.89	0	0	0	0	0	0	0	0	0	0	0	8,011,541.11	47,454,398.11
Practitioner - Non-Primary Care Provider (PCP)	0	0.00%	0	0.00%	11,000	0	0	0	0	0	0	0	0	0	0	0	6,161,201	36,564,445
Hospital	0	0.00%	19,969,013.60	100.00%	29,693,484.60	0	0	0	0	0	0	0	0	0	0	0	0	8,041,113.40
Clinic	0	0.00%	3,608,386.64	94.86%	5,113,474.64	0	0	0	0	0	0	0	0	0	0	0	6,885,017.36	58,228,017.36
Case Management / Health Home	0	0.00%	188,944.15	62.92%	307,200.64	0	0	0	0	0	0	0	0	0	0	0	387,520.36	3,768,760.36
Mental Health	0	0.00%	144,561.05	84.95%	344,559.05	0	0	0	0	0	0	0	0	0	0	0	6,597,201.95	39,757,747.95
Substance Abuse	0	0.00%	254,729.84	97.93%	374,251.84	0	0	0	0	0	0	0	0	0	0	0	3,016,614.16	19,043,044.16
Nursing Home	0	0.00%	41,689.55	100.00%	67,655.55	0	0	0	0	0	0	0	0	0	0	0	6,759,347.45	40,234,169.45
Pharmacy	0	0.00%	7,000	100.00%	10,000	0	0	0	0	0	0	0	0	0	0	0	2,662,201	15,807,245
Hospice	0	0.00%	0	0.00%	6,000	0	0	0	0	0	0	0	0	0	0	0	2,790,845	16,567,641
Community Based Organizations	0	0.00%	0	0.00%	646,280.18	0	0	0	0	0	0	0	0	0	0	0	672,602.82	6,560,647.82
All Other	0	0.00%	517,281.58	41.04%	1,360,019.86	0	0	0	0	0	0	0	0	0	0	0	10,773,885.14	69,952,990.14
Uncategorized	0	0.00%	54,696.80	12.81%	430,009.18	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Providers	0	0.00%	0	2.67%	236,340													
PPS PMO	0	0.00%	2,994,921	100.00%	8,368,512												10,518,809	71,711,622
Total	0	0.00%	27,781,224.21	92.62%	47,455,292.43													



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Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

DY2Q4 S1 Module 1.4 PIT Flow of Funds Remediation Narrative:
Tier 3 CBOs have been reallocated per the DY2Q4 Remediation instructions. The "DY2Q4R S1 Funds Flow Remediation 170616 .pdf" and the "DY2Q4R S1 PIT Funds Flow Remediation 170616.xlsx" files were uploaded in the "File upload/Narrative text" tab, that is within the "Projects/Providers" MAPP section.

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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* Safety Net Providers in Green

Waiver Quarterly Update Amount By Provider		
Provider Name	Provider Category	DY2Q4
Practitioner - Primary Care Provider (PCP)		0
	Practitioner - Primary Care Provider (PCP)	0
Practitioner - Non-Primary Care Provider (PCP)		0
	Practitioner - Non-Primary Care Provider (PCP)	0
Hospital		0
	Hospital	0
Clinic		0
	Clinic	0
Case Management / Health Home		0
	Case Management / Health Home	0
Mental Health		0
	Mental Health	0
Substance Abuse		0
	Substance Abuse	0
Nursing Home		0
	Nursing Home	0
Pharmacy		0
	Pharmacy	0
Hospice		0
	Hospice	0
Community Based Organizations		0
	Community Based Organizations	0
All Other		0
	All Other	0
Uncategorized		0
	Uncategorized	0



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* Safety Net Providers in Green

Waiver Quarterly Update Amount By Provider			
Provider Name	Provider Category	IA Provider Approval/Rejection Indicator	DY2Q4
Additional Providers			0
Carefirst Ny, Inc.	Additional Providers	Approved	0
Capital Medical Solutions	Additional Providers	Approved	0
Lake Plains Medical	Additional Providers	Approved	0
Loyola Recovery Foundation	Additional Providers	Approved	0
Vna Homecare	Additional Providers	Approved	0
Housing Options Made Easy	Additional Providers	Approved	0
Wayne County Action Program	Additional Providers	Approved	0
Alzheimer'S Association	Additional Providers	Approved	0
Legal Assistance Of Western New York	Additional Providers	Approved	0
Hospice Of Orleans	Additional Providers	Approved	0



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✅ 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. 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
Milestone #1 Complete funds flow budget and distribution plan and communicate with network	Completed	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	03/30/2016	04/01/2015	03/30/2016	03/31/2016	DY1 Q4	YES
Task Develop a model to evaluate each partner's maximum valuation potential based on their selected projects and eligible metrics by provider type	Completed	Develop a model to evaluate each partner's maximum valuation potential based on their selected projects and eligible metrics by provider type	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Develop a funds flow model based on maximum potential valuation linked to achievement metrics	Completed	Develop a funds flow model based on maximum potential valuation linked to achievement metrics	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Develop PowerPoint that introduces concepts of impacts – example of volume changes, perhaps example by provider type, possible options for PPS to move towards value-based reimbursement	Completed	Develop PowerPoint that introduces concepts of impacts – example of volume changes, perhaps example by provider type, possible options for PPS to move towards value-based reimbursement	10/01/2015	03/30/2016	10/01/2015	03/30/2016	03/31/2016	DY1 Q4	
Task Distribute deck via email to partners and ask for interest in a session on financial impacts on DSRIP	Completed	Distribute deck via email to partners and ask for interest in a session on financial impacts on DSRIP	10/01/2015	03/30/2016	10/01/2015	03/30/2016	03/31/2016	DY1 Q4	
Task Hold virtual discussion/webinar, hold a dedicated session, or have speakers at each NOCN meeting in 2015 to have PPS partners start thinking about impacts of the DSRIP program	Completed	Hold virtual discussion/webinar, hold a dedicated session, or have speakers at each NOCN meeting in 2015 to have PPS partners start thinking about impacts of the DSRIP program and key aspects of payment reform	10/01/2015	03/30/2016	10/01/2015	03/30/2016	03/31/2016	DY1 Q4	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
and key aspects of payment reform									
Task Develop a schedule and detailed plan for FLPPS PMO to lead quarterly sessions with providers to discuss: current PPS performance against metrics (process, reporting, and performance) and budget; Current PPS status on any contract negotiations (to be replaced in future on progress against medical budgets under shared savings or capitation); Current summary of PPS partner quarterly financial reporting (i.e. if 1 or 2 facilities were being monitored, if any others are expected to be monitored) – the health of the network; Any new impacts expected (ED triage ramping up to full scale commitment, ambulance triage process now changed to include urgent care, etc.)	Completed	Develop a schedule and detailed plan for FLPPS PMO to lead quarterly sessions with providers to discuss: current PPS performance against metrics (process, reporting, and performance) and budget; Current PPS status on any contract negotiations (to be replaced in future on progress against medical budgets under shared savings or capitation); Current summary of PPS partner quarterly financial reporting (i.e. if 1 or 2 facilities were being monitored, if any others are expected to be monitored) – the health of the network; Any new impacts expected (ED triage ramping up to full scale commitment, ambulance triage process now changed to include urgent care, etc.)	10/01/2015	03/30/2016	10/01/2015	03/30/2016	03/31/2016	DY1 Q4	
Task Develop recommendations based on a number of approved alternate mechanisms for mitigation will be submitted to Finance Committee for review.	Completed	Develop recommendations based on a number of approved alternate mechanisms for mitigation will be submitted to Finance Committee for review.	10/01/2015	03/30/2016	10/01/2015	03/30/2016	03/31/2016	DY1 Q4	
Task PMO staff provides the resources to carry out the mitigation steps.	Completed	PMO staff provides the resources to carry out the mitigation steps.	10/01/2015	03/30/2016	10/01/2015	03/30/2016	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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**New York State Department Of Health
Delivery System Reform Incentive Payment Project**

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Prescribed Milestones Narrative Text

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

Milestone Review Status

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



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 Delivery System Reform Incentive Payment Project
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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✔ 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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No Records Found



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 Delivery System Reform Incentive Payment Project
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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✔ IPQR Module 1.7 - PPS Budget - Non-Waiver Revenue (Baseline)

Instructions :

This table contains five budget categories for non-waiver revenue baseline budget reporting . Please add rows to this table as necessary in order to identify sub-categories.

Budget Items	DY1 (\$)	DY2 (\$)	DY3 (\$)	DY4 (\$)	DY5 (\$)	Total (\$)
Non-Waiver Revenue	0	0	0	0	0	0
Cost of Project Implementation & Administration	0	0	0	0	0	0
Administration	0	0	0	0	0	0
Implementation	0	0	0	0	0	0
Revenue Loss	0	0	0	0	0	0
Internal PPS Provider Bonus Payments	0	0	0	0	0	0
Cost of non-covered services	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0
Undistributed Revenue	0	0	0	0	0	0

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 & Ongoing	



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✔ IPQR Module 1.8 - PPS Budget - Non-Waiver Revenue (Quarterly)

Instructions :

Please include updates on non-waiver revenue 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

Non-Waiver Revenue DY2	Total Non-Waiver Revenue	Undistributed Non-Waiver Revenue YTD	Undistributed Non-Waiver Revenue Total
0	0	0	0

Budget Items	DY2 Q4 Quarterly Amount - Update	Cumulative Spending to Date (DY1 - DY5)	Remaining Balance in Current DY	Percent Remaining in Current DY	Cumulative Remaining Balance	Percent Remaining of Cumulative Balance
Cost of Project Implementation & Administration	0	0	0		0	
Administration	0					
Implementation	0					
Revenue Loss	0	0	0		0	
Internal PPS Provider Bonus Payments	0	0	0		0	
Cost of non-covered services	0	0	0		0	
Other	0	0	0		0	
Total Expenditures	0	0				

Current File Uploads

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

Narrative Text :



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health
 Delivery System Reform Incentive Payment Project
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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✓ IPQR Module 1.9 - PPS Flow of Funds - Non-Waiver Revenue (Baseline)

Instructions :

In the table below, please detail your PPS's projected flow of non-waiver funds by provider type.

Funds Flow Items	DY1 (\$)	DY2 (\$)	DY3 (\$)	DY4 (\$)	DY5 (\$)	Total (\$)
Non-Waiver Revenue	0	0	0	0	0	0
Practitioner - Primary Care Provider (PCP)	0	0	0	0	0	0
Practitioner - Non-Primary Care Provider (PCP)	0	0	0	0	0	0
Hospital	0	0	0	0	0	0
Clinic	0	0	0	0	0	0
Case Management / Health Home	0	0	0	0	0	0
Mental Health	0	0	0	0	0	0
Substance Abuse	0	0	0	0	0	0
Nursing Home	0	0	0	0	0	0
Pharmacy	0	0	0	0	0	0
Hospice	0	0	0	0	0	0
Community Based Organizations	0	0	0	0	0	0
All Other	0	0	0	0	0	0
Uncategorized	0	0	0	0	0	0
PPS PMO	0	0	0	0	0	0
Total Funds Distributed	0	0	0	0	0	0
Undistributed Non-Waiver Revenue	0	0	0	0	0	0

Current File Uploads

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

Narrative Text :

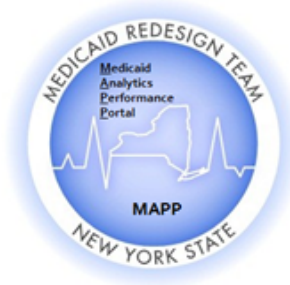


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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✔ IPQR Module 1.10 - PPS Flow of Funds - Non-Waiver Revenue (Quarterly)

Instructions :

Please include updates on flow of funds for this quarterly reporting period by importing the PIT file and filling out the PPS PMO line manually. 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

Non-Waiver Revenue DY2	Total Non-Waiver Revenue	Undistributed Non-Waiver Revenue YTD	Undistributed Non-Waiver Revenue Total
0.00	0.00	0.00	0.00

Funds Flow Items	DY2 Q4 Quarterly Amount - Update	Percentage of Safety Net Funds - DY2 Q4 Quarterly Amount - Update	Safety Net Funds Flowed YTD	Safety Net Funds Percentage YTD	Total Amount Disbursed to Date (DY1-DY5)	DY Adjusted Difference	Cumulative Difference
Practitioner - Primary Care Provider (PCP)	0	0.00%	0	0.00%	0	0	0
Practitioner - Non-Primary Care Provider (PCP)	0	0.00%	0	0.00%	0	0	0
Hospital	0	0.00%	0	0.00%	0	0	0
Clinic	0	0.00%	0	0.00%	0	0	0
Case Management / Health Home	0	0.00%	0	0.00%	0	0	0
Mental Health	0	0.00%	0	0.00%	0	0	0
Substance Abuse	0	0.00%	0	0.00%	0	0	0
Nursing Home	0	0.00%	0	0.00%	0	0	0
Pharmacy	0	0.00%	0	0.00%	0	0	0
Hospice	0	0.00%	0	0.00%	0	0	0
Community Based Organizations	0	0.00%	0	0.00%	0	0	0
All Other	0	0.00%	0	0.00%	0	0	0
Uncategorized	0	0.00%	0	0.00%	0	0	0
Additional Providers	0	0.00%	0	0.00%	0		

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**Finger Lakes Performing Provider Systems, Inc. (PPS
ID:9)**



Funds Flow Items	DY2 Q4 Quarterly Amount - Update	Percentage of Safety Net Funds - DY2 Q4 Quarterly Amount - Update	Safety Net Funds Flowed YTD	Safety Net Funds Percentage YTD	Total Amount Disbursed to Date (DY1-DY5)	DY Adjusted Difference	Cumulative Difference
PPS PMO	0	0.00%	0	0.00%	0	0	0
Total	0		0		0		

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 & Ongoing	



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Non-Waiver Quarterly Update Amount By Provider		
Provider Name	Provider Category	DY2Q4
Practitioner - Primary Care Provider (PCP)		0
	Practitioner - Primary Care Provider (PCP)	0
Practitioner - Non-Primary Care Provider (PCP)		0
	Practitioner - Non-Primary Care Provider (PCP)	0
Hospital		0
	Hospital	0
Clinic		0
	Clinic	0
Case Management / Health Home		0
	Case Management / Health Home	0
Mental Health		0
	Mental Health	0
Substance Abuse		0
	Substance Abuse	0
Nursing Home		0
	Nursing Home	0
Pharmacy		0
	Pharmacy	0
Hospice		0
	Hospice	0
Community Based Organizations		0
	Community Based Organizations	0
All Other		0
	All Other	0
Uncategorized		0
	Uncategorized	0



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Non-Waiver Quarterly Update Amount By Provider			
Provider Name	Provider Category	IA Provider Approval/Rejection Indicator	DY2Q4
Additional Providers			0
	Additional Providers		0



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

IPQR Module 1.11 - IA Monitoring

Instructions :



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Delivery System Reform Incentive Payment Project**

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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
Milestone #1 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.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	YES
Task Establish governance structure and sub-committee structure	Completed	Establish governance structure and sub-committee structure	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	
Task Populate interim committee membership based on PAC nominations, ensuring representation across the PPS geography and provider types including behavioral health, CBOs, and recipient representation	Completed	Populate interim committee membership based on PAC nominations, ensuring representation across the PPS geography and provider types including behavioral health, CBOs, and recipient representation	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	
Task Review interim committee/workgroup membership for representation of provider types and geographies across PPS such as: --IT Committee --Finance Committee --Clinical Quality Committee and --Behavioral Health Subcommittee of the Clinical Quality Committee --Project Advisory Committee --Workforce Workgroup --Cultural Competency/Health Literacy Workgroup --Transportation Workgroup	Completed	Review interim committee/workgroup membership for representation of provider types and geographies across PPS such as: --IT Committee --Finance Committee --Clinical Quality Committee and --Behavioral Health Subcommittee of the Clinical Quality Committee --Project Advisory Committee --Workforce Workgroup --Cultural Competency/Health Literacy Workgroup --Transportation Workgroup --Housing Workgroup	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
--Housing Workgroup									
Task Recruit and onboard clinical Subject Matter Experts to serve on the 11 project workgroups, the IDS, and clinical quality committee to ensure communication and information flow across projects and committees.	Completed	Recruit and onboard clinical Subject Matter Experts to serve on the 11 project workgroups, the IDS, and clinical quality committee to ensure communication and information flow across projects and committees.	06/01/2015	09/30/2015	06/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Clinical Quality Committee Co-Chairs to review Committee Membership to ensure committee representation that includes behavioral health, CBOs, etc.	Completed	Clinical Quality Committee Co-Chairs to review Committee Membership to ensure committee representation that includes behavioral health, CBOs, etc.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Add or replace new members to interim committees as necessary	Completed	Add or replace new members to interim committees as necessary	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Board vote, adopt, and sign off on structure and membership	Completed	Board vote, adopt, and sign off on structure and membership	09/01/2015	09/30/2015	09/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Milestone #2 Establish a clinical governance structure, including clinical quality committees for each DSRIP project	Completed	This milestone must be completed by 12/31/2015. Clinical Quality Committee charter and committee structure chart	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
Task Appoint Clinical Quality Committee Co-Chairs and Clinical Quality Committee Membership	Completed	Appoint Clinical Quality Committee Co-Chairs and Clinical Quality Committee Membership	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	
Task Establish a Clinical Quality committee that provides oversight of the clinical aspects of DSRIP project implementation as part of the FLPPS Governance structure	Completed	Establish a Clinical Quality committee that provides oversight of the clinical aspects of DSRIP project implementation as part of the FLPPS Governance structure	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	
Task Establish 11 project workgroups to serve as clinical quality committee for each DSRIP project using representation of PPS geographies and provider types to form cross-functional workgroups	Completed	Establish 11 project workgroups to serve as clinical quality committee for each DSRIP project using representation of PPS geographies and provider types to form cross-functional workgroups	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	
Task	Completed	Review project workgroup membership, revise members	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Review project workgroup membership, revise members where necessary to ensure representation by geography and provider type		where necessary to ensure representation by geography and provider type							
Task Create a process for regular meetings and updates to the clinical quality committee.	Completed	Create a process for regular meetings and updates to the clinical quality committee.	06/01/2015	09/30/2015	06/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Develop charters for 11 project workgroups to provide Subject Matter Expertise and recommendations to the Clinical Quality Committee	Completed	Develop charters for 11 project workgroups to provide Subject Matter Expertise and recommendations to the Clinical Quality Committee	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Utilize Clinical SMEs to establish a process for determining clinical guidelines and protocols and clinical excellence (metrics) expectations for implementation, selected from Attachment J from each project.	Completed	Utilize Clinical SMEs to establish a process for determining clinical guidelines and protocols and clinical excellence (metrics) expectations for implementation, selected from Attachment J from each project.	08/01/2015	12/31/2015	08/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Establish tool for project workgroup tracking to be used by the Clinical Quality Committee in evaluating metric performance	Completed	Establish tool for project workgroup tracking to be used by the Clinical Quality Committee in evaluating metric performance	08/01/2015	12/31/2015	08/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Milestone #3 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
Task Draft BOD bylaws and committee guidelines ("charters") to serve as guidelines for PPS Governance.	Completed	Draft BOD bylaws and committee guidelines ("charters") to serve as guidelines for PPS Governance.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Review and revise Board of Directors bylaws and policies and committee guidelines ("charters"), where necessary	Completed	Review and revise Board of Directors bylaws and policies and committee guidelines ("charters"), where necessary	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Adopt and obtain BOD approval for bylaws and Committee charters to serve as guidelines for PPS Governance	Completed	Adopt and obtain BOD approval for bylaws and Committee charters to serve as guidelines for PPS Governance	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task	Completed	Obtain Board of Directors approval of any changes made to	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Establish a process for periodic review workgroup charters & update as needed		the bylaws and committee guidelines ("charters") as changes are made following the initial approval process							
Task Obtain Board of Directors approval of any changes made to the bylaws and committee guidelines ("charters") as changes are made following the initial approval process	Completed	Obtain Board of Directors approval of any changes made to the bylaws and committee guidelines ("charters") as changes are made following the initial approval process	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Review final charters when necessary as changes are adopted with committee & workgroup members	Completed	Review final charters when necessary as changes are adopted with committee & workgroup members	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Milestone #4 Establish governance structure reporting and monitoring processes	Completed	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.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
Task Establish a regular meeting schedule for all governing committees and workgroups	Completed	Establish a regular meeting schedule for all governing committees and workgroups	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Standardize communication workflows among governance committees	Completed	Standardize communication workflows among governance committees	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Provide ongoing status updates on the governance structure reporting and monitoring processes as appropriate.	Completed	Provide ongoing status updates on the governance structure reporting and monitoring processes as appropriate.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Milestone #5 Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	In Progress	Community engagement plan, including plans for two-way communication with stakeholders.	04/01/2015	03/31/2017	04/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Recruit, hire and on-board Provider Relation Associate (PRA) team, including one FTE dedicated to CBO engagement.	Completed	Recruit, hire and on-board Provider Relation Associate (PRA) team, including one FTE dedicated to CBO engagement.	04/01/2015	07/01/2015	04/01/2015	07/01/2015	09/30/2015	DY1 Q2	
Task Provide outreach to all attested providers, including CBOs, public and non-provider	Completed	Provide outreach to all attested providers, including CBOs, public and non-provider organizations, through digital communications, direct mail and PRA follow-up	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
organizations, through digital communications, direct mail and PRA follow-up									
Task Segment CBO partners by potential roles and responsibilities within each DSRIP project to ensure adequate and specific bi-directional communication across all CBO partners	Completed	Segment CBO partners by potential roles and responsibilities within each DSRIP project to ensure adequate and specific bi-directional communication across all CBO partners	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task CBO PRA and Communications Director to create and develop the CBO (community) engagement plan for all non-safety net organizations	Completed	CBO PRA and Communications Director to create and develop the CBO (community) engagement plan for all non-safety net organizations	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task CBO PRA and Communications Director to finalize CBO (community) engagement plan for all non-safety net organizations and obtain FLPPS Leadership approval for this plan	Completed	CBO PRA and Communications Director to finalize CBO (community) engagement plan for all non-safety net organizations and obtain FLPPS Leadership approval for this plan	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Develop communications tools to support engagement, including web resources, hard & soft copy collateral materials	In Progress	Develop communications tools to support engagement, including web resources, hard & soft copy collateral materials	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	
Task Establish a process for ongoing outreach, support, and feedback through PRA team and NOCN workgroups	In Progress	Establish a process for ongoing outreach, support, and feedback through PRA team and NOCN workgroups	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	
Milestone #6 Finalize partnership agreements or contracts with CBOs	Completed	Signed CBO partnership agreements or contracts.	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3	NO
Task Develop contract template, inclusive of payment methodology/arrangements (where appropriate) and contract start dates, to be executed with PPS partners, including CBOs	Completed	Develop contract template, inclusive of payment methodology/arrangements (where appropriate) and contract start dates, to be executed with PPS partners, including CBOs	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Obtain FLPPS Leadership and BOD approval for contract template to be distributed to partners	Completed	Obtain FLPPS Leadership and BOD approval for contract template to be distributed to partners	08/01/2015	12/31/2015	08/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task	Completed	Use CBO provider assessments and prior attestation lists to	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3	



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Use CBO provider assessments and prior attestation lists to determine the appropriate CBOs to contract with		determine the appropriate CBOs to contract with							
Task Execute initial round of contracting with select group of CBO assets serving the population	Completed	Execute initial round of contracting with select group of CBO assets serving the population	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Distribute approved template to PPS partners for review, negotiation, and signature	Completed	Distribute approved template to PPS partners for review, negotiation, and signature	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Provide regular updates to FLPPS Leadership and the BOD regarding the status of executed agreements (and contract start dates) with PPS partners and CBOs.	Completed	Provide regular updates to FLPPS Leadership and the BOD regarding the status of executed agreements (and contract start dates) with PPS partners and CBOs.	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Milestone #7 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.	04/01/2015	03/31/2017	04/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Meet with state and local public sector agencies (local DOHs, county mental health agencies, etc.) in all 13 FLPPS counties and request that they select a region-specific Board Member and other key individuals to participate in project workgroups.	Completed	Meet with state and local public sector agencies (local DOHs, county mental health agencies, etc.) in all 13 FLPPS counties and request that they select a region-specific Board Member and other key individuals to participate in project workgroups.	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Contact all public sector agencies in the FLPPS region as part of the initial PRA outreach to establish and better understand the FLPPS network.	Completed	Contact all public sector agencies in the FLPPS region as part of the initial PRA outreach to establish and better understand the FLPPS network.	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Identify the public agencies, based on PRA outreach efforts, who are key to the success of each of the 11 DSRIP projects.	Completed	Identify the public agencies, based on PRA outreach efforts, who are key to the success of each of the 11 DSRIP projects.	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task	In Progress	Develop a plan for engagement and specific outreach to	04/01/2015	03/31/2017	04/01/2015	06/30/2017	06/30/2017	DY3 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Develop a plan for engagement and specific outreach to these agencies directly if they are not already involved in the FLPPS network.		these agencies directly if they are not already involved in the FLPPS network.							
Task For those agencies not already involved in project workgroups or FLPPS committees, engage via regularly occurring meetings	Completed	For those agencies not already involved in project workgroups or FLPPS committees, engage via regularly occurring meetings	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Define collaborative roles, responsibilities, goals and objectives for public agencies and FLPPS to achieve DSRIP goals.	Completed	Define collaborative roles, responsibilities, goals and objectives for public agencies and FLPPS to achieve DSRIP goals.	05/01/2015	09/30/2016	05/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Invite PRA member to each NOCN workgroup meeting to establish outreach, communication, and partner relationships with FLPPS	Completed	Invite PRA member to each NOCN workgroup meeting to establish outreach, communication, and partner relationships with FLPPS	05/01/2015	09/30/2016	05/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Milestone #8 Finalize workforce communication and engagement plan	Completed	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).	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
Task Workforce vendor to identify key stakeholders who will identify internal champions who will drive messaging to front line staff	On Hold	Workforce vendor to identify key stakeholders who will identify internal champions who will drive messaging to front line staff	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Use Workforce vendor analysis to identify employees and union representatives who may have roles in the Workforce communication and engagement process.	On Hold	Use Workforce vendor analysis to identify employees and union representatives who may have roles in the Workforce communication and engagement process.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Create engagement model for employees and union representatives who have roles in the Workforce communication and engagement process.	On Hold	Create engagement model for employees and union representatives who have roles in the Workforce communication and engagement process.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Based on the engagement model, develop a process for facilitating communication and information sharing between all levels of	On Hold	Based on the engagement model, develop a process for facilitating communication and information sharing between all levels of management and front line staff/union representatives of partner organizations with FLPPS.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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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 and front line staff/union representatives of partner organizations with FLPPS.									
Task Engage leaders within partner organizations to develop standard messaging tailored to different provider and staff types.	On Hold	Engage leaders within partner organizations to develop standard messaging tailored to different provider and staff types.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Hold periodic feedback sessions to review the reach and effectiveness of the engagement model for facilitating communication and implementation activities.	On Hold	Hold periodic feedback sessions to review the reach and effectiveness of the engagement model for facilitating communication and implementation activities.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Perform stakeholder and internal champion assessment through Workforce vendor to identify leaders within partner organizations who will drive messaging to frontline staff.	Completed	Perform stakeholder and internal champion assessment through Workforce vendor to identify leaders within partner organizations who will drive messaging to frontline staff.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Identify key messages for engagement with, and communication to, workforce.	Completed	Identify key messages for engagement with, and communication to, workforce.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Identify communication channels to delivery key messages for engagement with, and communication to, workforce.	Completed	Identify communication channels to delivery key messages for engagement with, and communication to, workforce.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Create workforce engagement model, approved by workforce governing body.	Completed	Create workforce engagement model, approved by workforce governing body.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Develop communication plan including key messaging that facilitates communication and information sharing with workforce (e.g. front line staff and union representatives of FLPPS partner organizations).	Completed	Develop communication plan including key messaging that facilitates communication and information sharing with workforce (e.g. front line staff and union representatives of FLPPS partner organizations).	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Begin execution on engagement model for facilitating communication and implementation activities.	Completed	Begin execution on engagement model for facilitating communication and implementation activities.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task Define Framework for quarterly review of the reach and effectiveness of engagement and communication plan with workforce governing body.	Completed	Define Framework for quarterly review of the reach and effectiveness of engagement and communication plan with workforce governing body.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Develop framework for Continuous Quality Improvement to refine workforce engagement model and communication plan.	Completed	Develop framework for Continuous Quality Improvement to refine workforce engagement model and communication plan.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Milestone #9 Inclusion of CBOs in PPS Implementation.	Completed	Explain your plans for contracting with CBOs and their continuing role as your PPS develops over time; detail how 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.	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3	NO
Task Develop Phase I contract methodology for Safety Net and Non Safety Net CBOs	Completed	Currently finalizing contracting methodologies for safety nets and will begin development for non-safety nets soon after.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Execute Phase I contracts with Safety Net and Non Safety Net CBOs	Completed	Contracting execution planned to begin 8/15/15 for safety net partners and then non –safety net	08/15/2015	12/31/2015	08/15/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Gap analysis for essential resources from CBOs for project success	Completed	FLPPS stakeholders will identify additional CBO resources that will be essential for project success	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Develop Phase II contract process for safety net and non-safety net CBOs per identified resources and gaps that are essential to project success	Completed	FLPPS will develop a Phase II process that will focus on CBO specific roles per project for DY2 – DY5.	12/01/2015	12/31/2016	12/01/2015	12/31/2016	12/31/2016	DY2 Q3	

IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
Finalize governance structure and sub-committee structure	If there have been changes, please describe those changes and upload any supporting documentation as necessary.	Please state if there have been any changes during this reporting quarter. Please state yes or no in the corresponding narrative box.
Finalize bylaws and policies or Committee Guidelines where applicable	If there have been changes, please describe those changes and upload any supporting documentation as necessary.	Please state if there have been any changes during this reporting quarter. Please state yes or no in the corresponding narrative box.



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize governance structure and sub-committee structure	oswaldos	Baseline or Performance Documentation	9_DY2Q4_GOV_MDL21_PRES1_BASE_DY2Q4_S2_M1_Supporting_Document_-_Ongoing_170419_10984.pdf	DY2Q4 S2 M1 Supporting Document - Ongoing 170419.pdf	04/19/2017 10:35 PM
Establish a clinical governance structure, including clinical quality committees for each DSRIP project	db436102	Documentation/Certification	9_DY2Q4_GOV_MDL21_PRES2_DOC_DY2Q4_S2_M2_Supporting_Document_PDF_11926.pdf	DY2Q4 S2 M2 Supporting Document PDF	04/24/2017 07:28 PM
Finalize bylaws and policies or Committee Guidelines where applicable	db436102	Documentation/Certification	9_DY2Q4_GOV_MDL21_PRES3_DOC_DY2Q4_S2_M3_Supporting_Document_PDF_11927.pdf	DY2Q4 S2 M3 Supporting Document PDF	04/24/2017 07:29 PM
Establish governance structure reporting and monitoring processes	oswaldos	Baseline or Performance Documentation	9_DY2Q4_GOV_MDL21_PRES4_BASE_DY2Q4_S2_M4_Supporting_Document_-_Ongoing_170419_10985.pdf	DY2Q4 S2 M4 Supporting Document - Ongoing 170419.pdf	04/19/2017 11:00 PM
Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	db436102	Documentation/Certification	9_DY2Q4_GOV_MDL21_PRES5_DOC_DY2Q4_S2_M5_Cover_Sheet_11928.docx	DY2Q4 S2 M4 Supporting Document PDF	04/24/2017 07:45 PM
Finalize partnership agreements or contracts with CBOs	oswaldos	Baseline or Performance Documentation	9_DY2Q4_GOV_MDL21_PRES6_BASE_DY2Q4_S2_M6_Supporting_Document_-_Ongoing_170419_10986.pdf	DY2Q4 S2 M6 Supporting Document - Ongoing 170419.pdf	04/19/2017 11:15 PM
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.)	db436102	Documentation/Certification	9_DY2Q4_GOV_MDL21_PRES7_DOC_DY2Q4_S2_M7_Cover_Sheet_11929.docx	DY2Q4 S2 M7 Cover Sheet	04/24/2017 07:46 PM
Finalize workforce communication and engagement plan	oswaldos	Baseline or Performance Documentation	9_DY2Q4_GOV_MDL21_PRES8_BASE_DY2Q4_S2_M8_Supporting_Document_-_Ongoing_170419_11096.pdf	DY2Q4 S2 M8 Supporting Document - Ongoing 170419.pdf	04/20/2017 02:20 PM
Inclusion of CBOs in PPS Implementation.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_GOV_MDL21_PRES9_BASE_DY2Q4_S2_M9_Supporting_Document_-_Ongoing_170419_10987.pdf	DY2Q4 S2 M9 Supporting Document - Ongoing 170419.pdf	04/19/2017 11:36 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Finalize governance structure and sub-committee structure	DY2Q4 S2 Milestone 1 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S2 M1 Supporting Document - Ongoing 170419.pdf
Establish a clinical governance structure, including clinical	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
quality committees for each DSRIP project	
Finalize bylaws and policies or Committee Guidelines where applicable	
Establish governance structure reporting and monitoring processes	DY2Q4 S2 Milestone 4 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S2 M4 Supporting Document - Ongoing 170419.pdf
Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	DY2Q4 S2 Milestone 5 Narrative: FLPPS is moving this milestone to 6/30/17. In an earlier submission (DY2Q3), our PPS submitted its "FLPPS CBO Engagement Strategy", which outlines the work plan for the remaining years left in the DSRIP Waiver Program specific to attested Community Based Organizations in the FLPPS Network. Part of this plan includes a strategic partnership with the United Way of Greater Rochester and Common Ground Health (previously FLHSA), to ensure that FLPPS aligns itself with one the primary funders of our basic needs program in the region, and our Regional Planning organization. Through many discussions in the past months, this partnership has formed a robust understanding of roles and responsibilities moving forward, and it has been decided that FLPPS will partner with Common Ground Health to enlarge the Community Engagement Plan. This plan is projected to include specific details as it relates to community organizations (that go beyond non-profit agencies) and the public sector (e.g. the faith community, schools, law enforcement, etc.) that may not be attested and participating in DSRIP, but are nonetheless critical to systems integration. While existing and forming relationships with these entities are actively being pursued, FLPPS will spend the next quarter solidifying the submission with Common Ground Health's input, and the integration of existing programming, that will bolster the work of FLPPS outside of the prescriptive nature of the DSRIP projects. The first quarter of DY3 will focus on defining this expanded network of Key Stakeholders in the Community, and an expanded understanding of this body of work, to enrich the already submitted plan as outlined. We believe an expansion to include additional members from the Finger Lakes community will be central to the DSRIP program's success and consideration for the social determinants of health in the remaining years of the waiver program.
Finalize partnership agreements or contracts with CBOs	DY2Q4 S2 Milestone 6 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S2 M6 Supporting Document - Ongoing 170419.pdf
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.)	DY2Q4 S2 Milestone 7 Narrative: FLPPS is moving this milestone to 6/30/17. Milestone 7 requires the PPS to finalize an 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.). As FLPPS has focused on the development of the related CBO plan (Milestone 5), it has become clear that public sector agencies are a resource distinct from CBOs. Additionally, the PPS is partnering with appropriate public sector agencies in each of the 13 counties of the PPS as those agencies develop and finalize their annual plans. The PPS will assign a Project Manager to develop the agency coordination plan around already established relationships and key critical new relationships with various public sector agencies.
Finalize workforce communication and engagement plan	DY2Q4 S2 Milestone 8 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S2 M8 Supporting Document - Ongoing 170419.pdf
Inclusion of CBOs in PPS Implementation.	DY2Q4 S2 Milestone 9 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S2 M9 Supporting Document - Ongoing 170419.pdf



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Milestone Review Status

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



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✔ 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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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✔ 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.

It is anticipated that FLPPS will encounter little risk in the implementation of the governance structure, since the new non-profit corporation has been functioning with committees and a Board of Directors since November, 2014.

1. Risk/challenge: There will continually be a risk of ensuring full PPS representation from all geographic areas and provider types in all levels of the governance structure.

Mitigation: Continually review committee rosters, geographic and provider type representation of committee members. Membership continues to be revised as necessary to maintain an equitable balance over time.

2. Risk/Challenge: Due to the evolving nature of the mechanism of funds flow and the value proposition for partner organizations, there may be a risk that members representing the diverse FLPPS partnership of the governing body become disengaged and/or less supportive of PPS mission and vision

Mitigation: Continue communication and provider engagement through partner-specific, committee and PPS-wide communications and regional managers teams to establish and maintain relationships across PPS partnership through transparent communication process that is aligned with PPS culture and vision.

3. Risk/Challenge: FLPPS geography is large and contains both rural and urban areas which introduces the challenge of attending meetings and may create a cultural divide between representatives from various areas of the region.

Mitigation: FLPPS has established a well-functioning web-conferencing process by which members who work further from the meeting location can connect and be engaged in conversations. In addition, the leadership team in Rochester, NY organizes quarterly trips to each of the 4 sub-regions to ensure the larger partnership is represented and engaged within their geographical area.

✔ IPQR Module 2.4 - Major Dependencies on Organizational Workstreams

Instructions :

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



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IT Systems: As part of developing data reporting mechanism to manage the provider database and performance and process reporting, the full governance structure ensures the appropriate measures are captured as part of the reporting process and appropriate analytics are built in to allow for real-time dashboard reporting. Each specific committee, especially the NOCN model, facilitates outreach and education on IT systems and how FLPPS central office will leverage technology for PPS reporting. IT Systems are a key source of success for document retention, both for project development, but also for access to Governance structure documents such as meeting minutes and supporting materials in a central location, accessible to all various committee representatives.

Workforce: As part of the workforce strategy, the full governance structure considers the impact of DSRIP on current and future workforce individuals. As key leaders within their respective organizations, workforce issues are elevated to committees and the PPS Board of Directors, and are identified and addressed through established governance principals.

Finance: Finance is a key operational committee with significant responsibility to all PPS partners and the Board of Directors. The smooth operation and transparency of work of this committee continues to be an integral success factor for the PPS governance structure. From policies regarding funds flow, contracting, and payment, the Finance Committee and its workgroups are foundational committee for provider satisfaction and fiduciary responsibility. The State's availability of data impacts funds flow and be considered by the PPS.

Cultural Competency and Health Literacy: As key leaders in their organizations, members of the governance structure ensure that cultural changes are occurring within their workplace. They are in full support of the PPS CC/HL Strategy, Training Strategy and the work of the Committee. Governance members are committed to building an IDS that provides culturally competent care, and promotes health literacy and language access.

Performance reporting: Governance continues to rely on accurate and timely reporting for informed decisions. The ability of the PPS to obtain accurate reporting from Partners directly impacts the success of the overall DSRIP initiative. Financial health reporting protocols are standard across the PPS in order for the lead organization to be able to make accurate assessment of the overall PPS health. The development of strategies to establish the appropriate reporting structure are approved by the Finance Committee before being finalized.

Population Health Management: The full governance structure, specifically the Board will need to ensure consistent review and understanding of population health management activates occurring in the PPS as well as review dashboards that show where the PPS is being successful in implementing change and where it is not. For areas that proper population health management is not occurring, the Board and full governance structure will need to address and handle these situations as part of the formal governance polices and protocols.

Practitioner engagement: Serving as oversight committees, and in advisement of the PPS, the governance structure ensures that all attested providers, specifically clinical practitioners, are engaged, considered and included in the planning and implementation of the work necessary to achieve DSRIP project goals. Each committee and the Board of Directors helps provide strategic vision and workflows for the successful engagement of all practitioners across the PPS for five years and beyond DSRIP. All levels of governance include representatives from a diverse group of provider types and geographic location to ensure equity in opinion and oversight.



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✓ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
FLPPS Central Office - Staff and Leadership	Finger Lakes PPS Performing Provider System	Staff committees, workgroups, and project teams, support co-chairs; drive engagement and communication strategy.
Lead Applicants and Sole Corporate Members	Strong Memorial Hospital (UR Medicine) and Rochester General Hospital (RRHS) Regional Health System & Medical Center/Hospital	Support PPS through leadership activities
PPS Governing Board - Chair	Kathleen Parrinello, Ph.D., University of Rochester Medicine Academic Medical Center/Hospital	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board - Vice-Chair	Bridgette Wiefing, MD, Rochester Regional Health Regional Health System	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board - Treasurer	Thomas Crilly, Rochester Regional Health Regional Health System	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board - Secretary	Mary Zelazny, Finger Lakes Community Health Community Health Centers	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Adam Anolik, University of Rochester Academic Medical Center/Hospital	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Marc Berliant, University of Rochester Academic Medical Center/Hospital	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Mary Beer, Ontario County Public Health Health Department	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Thomas Campbell, University of Rochester Academic Medical Center/Hospital	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
PPS Governing Board	James Cummings, Oak Orchard Health Community Health Center	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board - Non Voting Director	Trilby de Jung, Finger Lakes Health Services Agency (FLHSA) Regional Health Planning Agency	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Steven Goldstein, University of Rochester Academic Medical Center/Hospital	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Andrea Haradon, S2AY Rural Health Network Rural Health Network	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Janice Harbin, Anthony L. Jordan Health Center Federally-Qualified Health Center	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Brian Hart, Chemung County Mental Health County Mental Health Program	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Robert Lambert, Arnot Health Regional Health System	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Michael Nazar, Rochester Regional Health Regional Health System	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Robert Nesselbush, Rochester Regional Health Regional Health System	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board - Vice Treasurer	Martin Teller, Finger Lakes Addictions Counseling & Referral Agency (FLACRA) Mental Health Organization	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Hugh Thomas, Rochester Regional Health Regional Health System	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
PPS Governing Board	Karen Merrell, Medicaid Recipient Medicaid Member	The Bylaws and decision making process for the Board of Directors follow those of a typical non-profit health corporation with corporate members, with some decisions reserved for members, others decided through a super-majority and others requiring a simple majority of the Board of Directors. As the governing body for FLPPS, they hold the ultimate decision-making authority, are responsible for strategy, and must approve all significant ventures of the organization.
Finance Committee Co-chair	Tom Crilly, RRHS Regional Health System	Co-chair committee, facilitate meetings, report to Executive Steering Committee, provide relevant committee responsibility strategy to PPS
Finance Committee Co-chair	Adam Anolik, UR Medicine Medical Center/Hospital	Co-chair committee, facilitate meetings, report to Executive Steering Committee, provide relevant committee responsibility strategy to PPS
IT Committee Co-chair	Gary Scialdone, UR University/College	Co-chair committee, facilitate meetings, report to Executive Steering Committee, provide relevant committee responsibility strategy to PPS
IT Committee Co-chair	Michael Larche, RRHS Regional Health System	Co-chair committee, facilitate meetings, report to Executive Steering Committee, provide relevant committee responsibility strategy to PPS
Clinical/Quality Committee Co-chair	Dr. Marc Berliant, UR Medicine Medical Center/ Hospital	Co-chair committee, facilitate meetings, report to Executive Steering Committee, provide relevant committee responsibility strategy to PPS
Clinical/Quality Committee Co-chair	Dr. Michael Nazar, RRHS Regional Health System	Co-chair committee facilitate meetings, report to Executive Steering Committee, provide relevant committee responsibility strategy to PPS



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Workforce Workgroup Co-Chiar	Kathy Rideout, UR Medicine Medical Center/Hospital	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS
Workforce Workgroup Co-Chiar	Dan Ornt, RIT University/College	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS
Cultural Competency/Health Literacy Workgroup Chair	Colin Garwood, Starbridge	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS
Transportation Workgroup	Patrick Rogers, Institute for Human Services Non-Profit Management Services Org	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS
Transportation Workgroup	William McDonald, Medical Motors Non-Profit Transportation Services	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS
Finger Lakes NOCN Co-Chair	Mary Zelazny, Finger Lakes Community Health Community Health Centers	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Finger Lakes NOCN Co-Chair	Marty Teller, FLACRA Treatment and Counseling Center	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Monroe NOCN Co-Chair	Bob Lebman, Huther Doyle Treatment and Counseling Center	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Monroe NOCN Co-Chair	Dr. Janice Harbin, Anthony Jordan Health Center Health Center	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Southeastern NOCN Co-Chair	Hannah Smith, Arnot Health Regional Health System	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		types across sub-region of PPS and includes a Medicaid Member.
Southeastern NOCN Co-Chair	Rosemary Anthony, Arnot Health Regional Health System	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Southern NOCN Co-Chair	Eva Benedict, Jones Memorial Medical Center/Hospital	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Southern NOCN Co-Chair	Andrea Haradon S2AY Rural Health Network Rural Health Network	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Western NOCN Co-Chair	Dan Ireland, UMMC Medical Center/Hospital	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.
Western NOCN Co-Chair	Jim Cummings, Oak Orchard Health Center	Co-chair workgroup facilitate meetings, report to Executive Steering Committee, provide relevant workgroup responsibility strategy to PPS. Workgroup includes representation of provider types across sub-region of PPS and includes a Medicaid Member.



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✔ 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
Internal Stakeholders		
UR Medicine	One of the largest health systems in the FLPPS region and a corporate sponsor of FLPPS Inc.	Provide key governing members to the board and other committees and workgroups
Rochester Regional Health System	One of the largest health systems in the FLPPS region and a corporate sponsor of FLPPS Inc.	Provide key governing members to the board and other committees and workgroups
Arnot Health	Third largest health system in the FLPPS region	Provide key governing members to the board and other committees and workgroups
PPS Partners	Participate in Committees, PAC and project implementation	Participate in review and execution of committee and board deliverables as active members of those groups
External Stakeholders		
Community stakeholders	Inform PPS governance structure and community engagement	Review, provide comments and recommendations to the PPS By-laws, membership and other community-based activities
Local Government Stakeholders	Collaboration partners to the PPS (e.g., public agencies, OMH, OASAS, OPWDD)	Collaborate with FLPPS leadership to ensure that the FLPPS governance model and vision are aligned with Local Governments
Neighboring PPSs	Leadership of neighboring PPS lead organizations	Collaborate with FLPPS leadership to ensure that governance models and vision for overlapping counties are aligned
DOH	Guiding body	Provides roadmaps to success in governance structure to ensure it is in line with DSRIP goals



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✔ 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.

Effective governance of FLPPS requires a robust IT infrastructure. At the highest level of governance, the Board of Directors and committees will require dashboards to monitor multiple dimensions of program performance and gauge progress against milestones for governance so that they can appropriately allocate financial and operational resources and identify and address risks. Our business intelligence tools including the Customer Relationship Management platform (Salesforce), Partner Portal (SharePoint) and outcome performance will enable tracking of individual participant organizations, their level of engagement, their ability to meet governance milestones such as posting of minutes, agendas and other such documents into a provider portal, and their associated outcomes, in addition to overall PPS performance.

The Board and committees will have the ability to query key performance indicators for the PPS, by partner type, project and key metrics, both defined within DSRIP and those defined as critical to performance management by each committee. The performance management capability will enable committee members to define key indicators, thresholds (goal charts) and frequency of data collection to elicit through manual submission or automated data pulls key information to monitor partner performance and stability. With relation to DSRIP performance, the FLPPS Rapid Cycle Evaluation (RCE) process will be driven by the data collected and informed by input from the committees and project leads, to ensure timely process improvement initiatives can be put into place to address potential areas of risk. While performance reporting will be largely informed by claims data, real time, or near real-time, data will be accessed and utilized for RCE activities and utilization management to enable timely feedback loops and course corrections so that improvements aren't limited to quarterly data feeds or otherwise historical data.

Likewise, Clinical Quality committees for each DSRIP project ("project workgroup" will be fully informed by reports showing performance on relevant clinical process and outcome measures. These reports will be made possible by multiple components of our data infrastructure, from data-supplying EHRs throughout the PPS, to our RHIO partner, to the FLPPS data warehouse and population health analytics platform. Reports that are appropriate to share publicly will be provided to public agencies in our region, including to local Public Health Officers increasingly interested in population health information to inform targeted public health initiatives.

CBO engagement and contracting will also benefit from the FLPPS IT infrastructure. In collaboration with the RHIO and/or independently, FLPPS will implement a data normalization service to consume non-standard data produced by existing CBO systems. FLPPS will also provide technical assistance and group purchasing to CBOs interested in adopting certified EHRs or alternative electronic client management systems that can supply data in a standardized manner. In either case, CBOs will be provided with Direct accounts to enable care coordination and referrals management between them and partnering organizations, as well as access to other IT services through the FLPPS user portal. The FLPPS IT infrastructure will also support efficient and data-driven outreach to CBOs and other community partners including non-provider organizations.

Finally, the policy process elements of the IT work stream overlap with the work of the Governance work stream. Successful execution of IT policy and process tasks will inform the development of a comprehensive governance framework for the PPS that includes robust data governance components such as data access, data security, and other IT-related policy elements.



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✅ IPQR Module 2.8 - Progress Reporting

Instructions :

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

The success of FLPPS governance will be measured on the basis of the success of the work and commitment of FLPPS providers.

Meeting minutes and outcomes will be regularly communicated to the PPS partnership and historical records of this data will be maintained and revisited during the governance evolution process. A running log of PPS-wide risks has been developed and will be managed by FLPPS PMO lead. With a formal risk elevation process underway the mitigation steps taken per risk will be revisited at weekly committee and monthly board meetings to discuss updates and make decisions on next steps. This risk log will be transferred to a cloud-based dashboard for easy access and usability. Updated committee charters and membership will be published on FLPPS website quarterly to allow for public comment and discussion. Comments will be brought to the appropriate committees for discussion and next steps. FLPPS committees/workgroups and the Board of Directors will review progress towards goals on a monthly basis at a minimum to identify areas of risk.

IPQR Module 2.9 - IA Monitoring

Instructions :



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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
Milestone #1 Finalize PPS finance structure, including reporting structure	Completed	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
Task Establish regular meeting schedule and meeting agenda template for the Finance Committee	Completed	Meeting agenda template and schedule established and available.	04/01/2015	06/01/2015	04/01/2015	06/01/2015	06/30/2015	DY1 Q1	
Task Establish process for nominating and electing finance committee members, to replace current interim members, ensuring representation from different provider types and NOCNs	Completed	Process has not yet been established and approved, need to identify official versus interim members according to this process.	08/01/2015	12/31/2015	08/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Develop policies and procedures for Finance Committee and Board Approval of the Revenue Loss and Sustainability and Contingency Funding buckets, Funds flow methodology, budget	Completed	Currently working through approval of all items mentioned according to policies and procedures approved by finance committee and Board.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Hire Finance Director to lead the development of appropriate finance leadership and staff members and develop reporting structure and process from staff to PPS governing committee	Completed	Currently in the interview and hiring process of a full time finance director. Interim finance director currently in place to cover duties	05/01/2015	09/30/2015	05/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task FLPPs finance staff, including Finance Director, to establish Funds Flow process with requirements for payments to partners and	Completed	Currently developing Phase I funds flow to partners methodologies. Working to identify most equitable approach based on available information at this stage	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
develop partner to PPS reporting process and timeline. Finance Committee will approve funds flow methodologies, and upon Finance Committee approval, approval from FLPPS Board of Directors will be requested.									
Task FLPPS finance staff, including Finance Director, will develop a process for review and approval by Finance Committee prior to making any partner payments based on achievement as defined by funds flow requirements. Upon approval from Finance Committee, Board of Directors approval will be requested.	Completed	Process for review and approval of payments to partners will be established once funds flow methodology for Phase I has been completed.	08/15/2015	12/31/2015	08/15/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Finance Director and Finance Committee, working with external auditor, will develop internal controls standards and processes consistent with a commonly accepted standard, such as the COSO framework	Completed	Finance Director and Finance Committee, working with external auditor, will develop internal controls standards and processes consistent with a commonly accepted standard, such as the COSO framework	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Milestone #2 Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	Completed	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
Task Develop criteria for assessing financial health of PPS partners.	Completed	Finance committee working to identify essential information required from partners to include in assessment	07/01/2015	08/20/2015	07/01/2015	08/20/2015	09/30/2015	DY1 Q2	
Task Develop standardized tools and/or information request forms for quarterly financial data	Completed	To be developed when information requirements are identified	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
submission									
Task Release data request to the PPS and collect financial ratio data for current state assessment	Completed	Request will be released once requirements are identified and template developed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task Compare current state assessment data to criteria approved by Finance Committee to identify providers deemed financially fragile.	Completed	Analysis will be completed after all data requests are complete and data becomes available	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Develop a baseline "health of the PPS" status report including identifying those partners deemed potentially financially fragile	Completed	Pending completion of all previous steps related to financial assessment	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Develop a reporting structure and quarterly monitoring schedule for partners deemed potentially financially fragile	Completed	Finance committee members will develop structure and schedule based on baseline results	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Develop supplemental information request process to collect necessary financial details from potentially financially fragile partners, at a minimum, on a quarterly basis, that will be used for quarterly "health of the PPS" status report to FLPPS finance leadership and committee.	Completed	Dependent on baseline results	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Develop the Comprehensive Financial Analysis and Forecast (CFAF) for potentially financially fragile providers by working with provider board and executive leadership, FLPPS finance staff, and with experts from FLPPS finance committee.	Completed	Dependent on identified criteria and providers considered financially fragile	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task After initial CFAF completion and assessment, Finance leadership and committee will review options and make recommendations to FLPPS Board of Directors on the type of support (financial and/or other) FLPPS should provide to identified fragile providers.	Completed	Dependent on completion of previous step	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Milestone #3 Finalize Compliance Plan consistent with New York State Social Services Law 363-d	Completed	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
Task Develop onboarding/orientation handbook for new employees, governing members, executives, contractors and PPS partners to include compliance training	Completed	Compliance training content has been developed and is planned to be rolled out to all affected individuals by 9/30/2015	04/01/2015	04/30/2015	04/01/2015	04/30/2015	06/30/2015	DY1 Q1	
Task Develop communication channels such as e-mail, hotline, or regularly scheduled sessions for all affected individuals to report on compliance issues anonymously	Completed	Compliance Hotline, hosted by external vendor, has been implemented. Compliance training also includes communication channels	04/01/2015	04/30/2015	04/01/2015	04/30/2015	06/30/2015	DY1 Q1	
Task Develop and adapt self-assessment tool and develop a schedule for regular evaluation of PPS compliance risk areas. Compliance manager will be directly involved in development of tool and schedule.	Completed	The Compliance Program was initially assessed by The Bonadio Group as part of the engagement to assist in the development of an effective compliance program. The Compliance Program will be assessed annually on an ongoing basis as part of the annual compliance program certification process to the OMIG	04/01/2015	04/30/2015	04/01/2015	04/30/2015	06/30/2015	DY1 Q1	
Task Identify an experienced compliance auditor and develop a schedule for systematic compliance audits of PPS's compliance program	Completed	The Bonadio Group will work with the Compliance Officer in Q2-Q3 to develop and operationalize the auditing and monitoring process.	04/01/2015	11/15/2015	04/01/2015	11/15/2015	12/31/2015	DY1 Q3	
Task Train staff on compliance policies and procedures	Completed	Compliance Training is planned to be rolled out to all affected individuals by 9/30/2015	07/01/2015	11/15/2015	07/01/2015	11/15/2015	12/31/2015	DY1 Q3	
Task Disseminate policies and procedures to employees, contractors and agents	Completed	The dissemination of compliance policies to all affected individuals will be rolled out in conjunction with the planned roll out of compliance training by 9/30/2015.	07/01/2015	11/15/2015	07/01/2015	11/15/2015	12/31/2015	DY1 Q3	
Task Identify a vendor to evaluate and assist PPS in forming a compliance program	Completed	The Bonadio Group was engaged to assist in the development of the FLPSS compliance program	04/01/2015	04/30/2015	04/01/2015	04/30/2015	06/30/2015	DY1 Q1	
Task Identify and/or hire a compliance officer for the PPS trained on managing a reporting process that is carried out anonymously and confidentially in good faith	Completed	The HR director is currently functioning as the Compliance Officer until a full-time Compliance Officer is hired. The position of Compliance Officer has been posted and candidates are currently being identified	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task Develop policies and procedures that describe the elements outlined by NYDOH Mandatory Compliance Program under Social Services Law 363-d:	Completed	The policies are scheduled to be rolled out to staff by 9/30/2015.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Develop a process to implement and maintain written policies and procedures	Completed	The policies will be reviewed by the compliance officer and compliance committee on an annual basis prior to submitting the OMIG compliance program certification in December each year	04/01/2015	04/30/2015	04/01/2015	04/30/2015	06/30/2015	DY1 Q1	
Task Develop employee evaluation process to assess progress on carrying out compliance responsibilities	Completed	The Employee survey will be administered in November 2015 for the first time and then annually thereafter.	04/01/2015	07/24/2015	04/01/2015	07/24/2015	09/30/2015	DY1 Q2	
Task Develop a schedule and protocol for reporting compliance program activities to Finance Committee and Board of Directors, which include Finance Director and Executive Director participation.	Completed	An annual report will be developed by the Compliance Officer with Collaboration from the Compliance Committee. This report will be presented to the senior leadership and Board on an annual basis.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Develop an employee handbook to include the compliance training materials	Completed	Employee handbook completed. Compliance training materials completed. Training material incorporated into the compliance program.	04/01/2015	05/20/2015	04/01/2015	05/20/2015	06/30/2015	DY1 Q1	
Task Develop a training schedule to train all affected individuals on compliance policies and procedures. This includes and is not limited to employees, executives, governing body, vendors/contractors, and PPS providers.	Completed	Compliance training content has been developed and is planned to be rolled out to all affected individuals by 9/30/2015	04/01/2015	04/30/2015	04/01/2015	04/30/2015	06/30/2015	DY1 Q1	
Milestone #4 Develop a Value Based Payments Needs Assessment ("VNA")	Completed	Administer VBP activity survey to network	10/01/2015	06/30/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4	YES
Task Administer survey to providers and potential MCOs to evaluate current value-based contracting arrangements between PPS partners and MCOs	Completed	Will begin working with Finance committee members to develop draft survey for review and approvals prior to sending out to partners.	04/01/2015	03/31/2020	01/01/2017	03/31/2017	03/31/2017	DY2 Q4	
Task	Completed	Pending on step above	04/01/2015	03/31/2020	01/01/2017	03/31/2017	03/31/2017	DY2 Q4	



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DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Collect and analyze provider survey data									
Task Develop materials to educate partnership on various types of value-based payments and State's goals with MCO contracts	On Hold	FLPPS has started development of educational materials based on currently available information related to VBP expectations and will update as educational needs are further defined per initial survey	11/01/2015	06/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Hold information sessions as appropriate and share summary of survey results to educate PPS partners about existing VBP structure and future vision for the PPS.	On Hold	Dependent on previous step completion	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Administer a secondary provider information request to evaluate provider readiness for transition to next level of value-based payment arrangements and understand revenue aligned with current VBP arrangements.	On Hold	Will begin to develop information request based on identified requirements and future needs from the PPS and communication from the State	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Develop Value-based payment assessment report for Finance Committee review and approval	On Hold	Dependent on previous step completion	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task The PPS plans to develop a comprehensive MCO engagement strategy at the Board governance level. This planning strategy will take place over the remainder of DY1 with full implementation beginning DY2 Q1. In the short-term, the PPS intends to engage Managed Care Organizations ("MCOs") in the region through a collaborative, clinical and data-driven approach. As the clinical and data analysis processes at the PPS mature, MCO clinical leadership (e.g. medical directors) will be invited to participate in defined value-added roles as part of the Clinical Quality Committee ("CQC") and in other governance and planning efforts as they become defined. At this time, a clinical representative from Excellus Blue Cross Blue Shield	On Hold	The PPS plans to develop a comprehensive MCO engagement strategy at the Board governance level. This planning strategy will take place over the remainder of DY1 with full implementation beginning DY2 Q1. In the short-term, the PPS intends to engage Managed Care Organizations ("MCOs") in the region through a collaborative, clinical and data-driven approach. As the clinical and data analysis processes at the PPS mature, MCO clinical leadership (e.g. medical directors) will be invited to participate in defined value-added roles as part of the Clinical Quality Committee ("CQC") and in other governance and planning efforts as they become defined. At this time, a clinical representative from Excellus Blue Cross Blue Shield participates in the CQC. The PPS understands the importance of wider representation/MCO engagement and intends to include a	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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<p>participates in the CQC.</p> <p>The PPS understands the importance of wider representation/MCO engagement and intends to include a more comprehensive representation in the near future. In tandem to this engagement effort, the PPS has contracted with Clinical Consultants (formerly referred to as Subject Matter Experts) to provide advisory to the PPS on clinical matters. These Clinical Consultants, in coordination with PPS clinical leadership will help craft the specific role and type of engagement with the MCOs. The PPS anticipates that this clinical and data-driven approach to MCO engagement will naturally lend itself to more advanced discussion as it relates to Value-Based Payment ("VBP") in the wider region.</p> <p>From a VBP perspective, the PPS intends to identify the major MCO organizations with whom the PPS Partners will be contracting. The PPS will engage with MCO organization leadership in initial discussions surrounding VBP Partner education efforts and potential VBP strategies. The PPS will explore opportunities to create synergies and common systems and processes, along with risk-sharing and value-based reimbursement models that rewards improvements in quality of care, population health outcomes, member satisfaction, and overall annual member cost savings.</p>		<p>more comprehensive representation in the near future. In tandem to this engagement effort, the PPS has contracted with Clinical Consultants (formerly referred to as Subject Matter Experts) to provide advisory to the PPS on clinical matters. These Clinical Consultants, in coordination with PPS clinical leadership will help craft the specific role and type of engagement with the MCOs. The PPS anticipates that this clinical and data-driven approach to MCO engagement will naturally lend itself to more advanced discussion as it relates to Value-Based Payment ("VBP") in the wider region.</p> <p>From a VBP perspective, the PPS intends to identify the major MCO organizations with whom the PPS Partners will be contracting. The PPS will engage with MCO organization leadership in initial discussions surrounding VBP Partner education efforts and potential VBP strategies. The PPS will explore opportunities to create synergies and common systems and processes, along with risk-sharing and value-based reimbursement models that rewards improvements in quality of care, population health outcomes, member satisfaction, and overall annual member cost savings.</p>							
<p>Milestone #5 Develop an implementation plan geared towards addressing the needs identified within your VNA</p>	Not Started	Submit VBP support implementation plan	04/01/2015	03/31/2020	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	YES
<p>Task Develop value-based contracting principles and objectives based on network baseline</p>	Not Started	Pending completion of baseline assessment of PPS knowledge of VBP and existing VBP arrangements	04/01/2015	03/31/2020	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	



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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									
Task Develop measures for evaluating success under a risk-based contract using PPS baseline assessment results	Not Started	Pending completion of baseline assessment of PPS knowledge of VBP and existing VBP arrangements	04/01/2015	03/31/2020	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Conduct initial meetings with MCOs to develop joint contracting principles and VBP timeline based on integrated MCO/PPS goals	Not Started	Pending completion of baseline assessment of PPS knowledge of VBP and existing VBP arrangements	04/01/2015	03/31/2020	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Develop the final plan which will be a standard MCO contract template and meeting schedule for Finance Committee review and approval	Not Started	Pending completion of baseline assessment of PPS knowledge of VBP and existing VBP arrangements	04/01/2015	03/31/2020	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Develop communication plan with key stakeholders from PPS partner network regarding value-based payment strategy and MCO negotiations	Not Started	Pending completion of baseline assessment of PPS knowledge of VBP and existing VBP arrangements	04/01/2015	03/31/2020	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	
Milestone #6 Develop partner engagement schedule for partners for VBP education and training	In Progress	Initial Milestone Completion: Submit VBP education/training schedule Ongoing Reporting: Submit documentation to support implementation of scheduled trainings, including training materials and attendance sheets through quarterly reports	04/01/2015	03/31/2020	04/01/2015	06/30/2017	06/30/2017	DY3 Q1	YES
Milestone #7 ≥50% of total MCO-PPS payments (in terms of total dollars) captured in at least Level 1 VBPs, and ≥ 8%* (blended for 15% target for fully capitated plans (MLTC and SNPS) and 5% target for not fully capitated plans) of total MCO payments 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
Milestone #8 ≥80% of total MCO payments (in terms of total dollars) captured in at least Level 1 VBPs, and ≥ 20%* (blended for 35% target for fully capitated plans (MLTC and SNPS) and 15% target for not	On Hold		04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	YES



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
fully capitated plans) of total MCO payments captured in VBPs has to be in Level 2 VBPs or higher									

IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
Finalize PPS finance structure, including reporting structure	If there have been changes, please describe those changes and upload any supporting documentation as necessary.	Please state if there have been any changes during this reporting quarter. Please state yes or no in the corresponding narrative box.

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize PPS finance structure, including reporting structure	oswaldos	Baseline or Performance Documentation	9_DY2Q4_FS_MDL31_PRES1_BASE_DY2Q4_S3_M1_Supporting_Document_-_Ongoing_170407_10234.pdf	DY2Q4 S3 M1 Supporting Document - Ongoing 170407.pdf	04/13/2017 05:40 PM
Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	db436102	Documentation/Certification	9_DY2Q4_FS_MDL31_PRES2_DOC_DY2Q4_S3_MS2_PDF_11874.pdf	deb.blanchard	04/24/2017 05:34 PM
Finalize Compliance Plan consistent with New York State Social Services Law 363-d	oswaldos	Baseline or Performance Documentation	9_DY2Q4_FS_MDL31_PRES3_BASE_DY2Q4_S3_M3_Supporting_Document_-_Ongoing_170407_10235.pdf	DY2Q4 S3 M3 Supporting Document - Ongoing 170407.pdf	04/13/2017 05:43 PM
Develop a Value Based Payments Needs Assessment ("VNA")	db436102	Documentation/Certification	9_DY2Q4_FS_MDL31_PRES4_DOC_DY2Q4_S3_MS4_PDF_11876.pdf	DY2Q4 Documentation	04/24/2017 05:35 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Finalize PPS finance structure, including reporting structure	DY2Q4 S3 Milestone 1 Narrative: There have been no changes to the PPS finance structure since the milestone was completed on 12/31/15. Please refer to the attached "DY2Q4 S3 M1 Supporting Document - Ongoing 170407.pdf" supporting documentation for on-going requirements.
Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	DY2Q4 S3 Milestone 2 Narrative: FLPPS attests that in DY2Q4 there have been no changes to the financial sustainability strategy document. A summary of the second annual financial sustainability assessment is attached. Please refer to the attached "DY2Q4 S3 M2 Supporting Document - Ongoing 170407.pdf" memo.



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Finalize Compliance Plan consistent with New York State Social Services Law 363-d	DY2Q4 S3 Milestone 3 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S3 M3 Supporting Document - Ongoing 170407.pdf
Develop a Value Based Payments Needs Assessment ("VNA")	DY2Q4 Milestone completion and documentation.
Develop an implementation plan geared towards addressing the needs identified within your VNA	
Develop partner engagement schedule for partners for VBP education and training	
≥50% of total MCO-PPS payments (in terms of total dollars) captured in at least Level 1 VBPs, and ≥ 8%* (blended for 15% target for fully capitated plans (MLTC and SNPS) and 5% target for not fully capitated plans) of total MCO payments captured in VBPs has to be in Level 2 VBPs or higher	
≥80% of total MCO payments (in terms of total dollars) captured in at least Level 1 VBPs, and ≥ 20%* (blended for 35% target for fully capitated plans (MLTC and SNPS) and 15% target for not fully capitated plans) of total MCO payments captured in VBPs has to be in Level 2 VBPs or higher	

Milestone Review Status

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



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✔ 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



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✓ 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.

- 1) Risk/challenge: Being able to reliably receive quarterly results from providers to monitor for financial health within a month after closing of reporting period. Will be a large volume of materials coming in to review and FLPPS will need to create a standardized submission and review process.
 - a. Mitigation: Will develop an online quarterly survey tool focused on collecting financial ratios from providers that will be compared to Finance Committee established benchmarks to make initial screen as efficient as possible so more in-depth work can be done on those not meeting pre-set screening ratios
- 2) Risk/challenge: If a provider is experiencing revenue loss due to DSRIP project implementation, there exists a challenge in evaluating loss due to DSRIP quantified vs. loss due to other reasons and the level of due diligence necessary by FLPPS in evaluating requests for funding to cover Revenue Loss.
 - a. Mitigation: Process must include conversations with providers to understand why financials may be trending one way or another. There may be unique seasonality at a provider or changes to financial statements may be due to something other than DSRIP.
- 3) Risk/Challenge: There's a need to establish confident estimates of future awards when making financial decisions such as adding PMO staff and setting annual budgets.
 - a. Mitigation: Work closely with FLPPS IT/BI and PMO to continually assess progress against goals for estimating potential awards and progress.
- 4) Risk/Challenge: Ability to contract with MCOs and get 80-90% of payments under value-based payment methodologies
 - a. Mitigation: Work in close collaboration with the State in incentivizing MCOs to negotiate and work with FLPPS. Engage FLPPS providers to obtain buy-in for supporting VBP transition efforts.
- 5) Risk/Challenge: Performance is hard to define or isn't available initially so payments are based on missing or inaccurate data. In addition, accurate data is required for project attribution for initial valuation of provider commitments.

Mitigation: Evaluation mechanism to ensure speed and scale commitments are realistic and achievable and work with FLPPS IT/BI to make sure commitments are measurable and performance data accurate, including provider attribution, so that performance can be measured efficiently and fairly.
- 6) Risk/Challenge: Inability for PPS to set up appropriate IT platform and support to collect and analyze financial trends data early in DY1.

Mitigation: establish clear communication strategy with performing providers and carry out a simplified reporting procedure until all essential reporting functions are established.
- 7) Risk/Challenge: Ability to establish a timely funds-flow mechanism by PPS may result in delays in incentive payments to providers in supporting their efforts in meeting PPS milestones and metrics for the following period.



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Mitigation: PPS has built a contingency pool that can be potentially used for financially fragile providers unable to make the upfront investment in implementing the appropriate projects. While the terms and conditions of tapping into this funding pool are still in development, it may serve to temporarily support certain partners.

✓ 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.)

IT Systems: As part of developing data reporting mechanism to manage the provider database and performance and process reporting, the finance team would need to ensure the appropriate measures are captured as part of the reporting process and appropriate analytics are built in over time to allow for real-time dashboard reporting. FLPPS Finance and Clinical work streams are heavily dependent on the capital request. FLPPS will need to work with State to reevaluate the options and deliverables if IT funds are not awarded through the capital project.

Workforce: As part of the workforce strategy budget, the finance work stream would need to consider the impact on the PPS and potential mitigation strategies (i.e. tapping into reserve funds to ensure this work stream is successful).

Governance: Finance Committee is part of the formal governance structure. A number of elements requiring integration are CBO contracting and an evolving governance model.

Cultural Competency and Health Literacy: As part of the training or change management programs that the PPS sets out to achieve, integration around cost of those services and monitoring of them brings an essential collaborative opportunity between the two work streams.

Performance reporting: Financial health reporting protocols will need to be standardized across the PPS in order for the lead organization to be able to make accurate assessment of the overall PPS health with consideration that partners are at different levels of reporting capabilities. The development of strategies to establish the appropriate reporting structure that supports partners in training and technical assistance and costs associated with those services will be approved by the Finance Committee before being finalized.

Population Health Management: As part of performing provider contracts, outcome measures will drive the majority of the incentive payments earned in the last years of DSRIP. The strategy for population health management and roadmap development must align with the performance contracting process and principles.

Practitioner engagement: as part of performing provider contracts, provider engagement early in the contracting process and throughout DSRIP period is key to ensure the contractual obligations are met.



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✓ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
FLPPS Treasurer	Tom Crilly, RRH	Financial oversight of the PPS
Finance Committee Co-Chairs	Adam Anolik, URMC & Tom Crilly, RRH	Chair the Finance Committee; approval of meeting agendas and minutes as well as Finance Committee work plan
Finance Committee Members	See FLPPS.org	Attend monthly finance committee meetings, review materials between meetings as necessary, assist in development of CFAFs and recommendations for at risk providers and provide input and approval of key financial reports as outlined in the Financial Sustainability implementation plan
Director of Finance	Courtney Spitz, FLPPS	Establishes and runs finance functions of FLPPS; Prepares quarterly reports for Finance Committee including "health of the PPS" and budget vs. actual expenditures. Provides oversight to PPS funds flow process. Reviews and updates PPS budget for operational management of FLPPS corporation and project budgets for the PPS
PPS Compliance Officer	Maria Magans, FLPPS	Establish and run PPS compliance program
Contracting Manager	Shawn Barkley	Responsible for developing, executing and tracking PPS Performance-based contracts. This individual will ensure the funds flow align with the contractual requirements and reporting requirements are met.
Director of IT	Jose Rosario, FLPPS	This position will carry the functions of baseline assessments, ongoing data collection and analysis for PPS financial health and VBP
External Auditor	Dejoy Knauf & Blood LLP	Auditors will be involved in multiple areas of the organizational work stream both to ensure funds are allocated appropriately and compliance requirements are met.



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✓ 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
Internal Stakeholders		
Peter Bauman	PPS Director of Operations	Responsible to ensure all functions within FLPPS PMO are carried out
PPS Project Managers (multiple)	PPS PMO	Leads working with the FLPPS PMO who manage the project implementation and the relationships with PPS Partnership for their respective projects.
Collene Burns	FLPPS HR Lead	Responsible for recruiting, interviewing and hiring qualified staff for key positions.
Board of Directors	Governing board of the non-profit corporation formed for the PPS	Approve and inform progress of certain milestones and deliverables of the PPS
PPS Project teams	Management of project-specific requirements pertaining to areas of focus in MCO engagement strategy and operational/ clinical design of projects	Inform the financial sustainability strategy
PPS Partners	Provide the necessary information for the PPS to meet its operational milestones related to finance	Respond to surveys, sign contracts, inform PPS implementation plan and milestones required to succeed in this organizational work stream
External Stakeholders		
Community	Inform DSRIP Project implementation	Review, provide comments and recommendations to the implementation plan. It is essential to engage community representatives throughout the DSRIP program to ensure buy-in.
County Services	Support and inform DSRIP Project implementation	Inform construction/renovation of capital to repurpose facilities to align with DSRIP project implementation needs
Outreach Centers	Support community and other stakeholder engagement efforts	Work directly with FLPPS Inc. to connect with appropriate stakeholders in the community
MCOs	Engagement with PPS to inform the transformation to value-based payments	Participate in meetings and VBP contract negotiations with PPS and PPS partners
DOH	Guidance in meeting the financial sustainability milestones	Provide Roadmaps, templates and other tools for PPSs to utilize in carrying out the financial sustainability strategy



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✔ 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.

The FLPPS IT infrastructure will support long-term financial sustainability through two parallel tracks, one indirect (enabler) and one direct (functional/operational). The infrastructure in and of itself will enable management of PPS and DSRIP project performance across the entire PPS and the multiple work streams. Work from the Executive Director and finance team will be completed along multiple dimensions relevant to financial operations, value-based payments, and PPS sustainability, through PPS-wide data sharing platforms such as the provider portal and Customer Relationship Management tools. The IT infrastructure will allow tracking of performance metrics across all DSRIP metrics and milestones to help inform the Financial sustainability work stream as they strategize how best to incentivize behaviors among PPS members. This work will lead to achievement of quality care, patient satisfaction, and shared financial goals. The Executive Director and finance team will utilize this capability to develop specific reports that will provide insight into the performance of the PPS from a financial sustainability perspective to drive strategy, as well as compute appropriate payments to PPS members based on the findings from these reports. They will also be able to monitor dashboards to identify high-cost centers within the PPS and to assess financial risks to the organization. In addition, member organizations will submit reports and data relating to DSRIP business and financial operations electronically to the PPS finance team. These reports and data will enable PPS leadership and appropriate committees the ability to understand how DSRIP projects are impacting overall utilization, associated Medicaid payments and organizational costs; allowing for the identification of appropriate business strategies, utilization management initiatives or other efforts to mitigate any unintended consequences. While it is expected that some providers will experience decreased volume, the intent is to achieve this in an incremental and controlled manner, which will allow providers to adapt over time during DSRIP and adjust to new volumes, financial incentives and re-align operating models. Additionally, through the development and use of an integrated IT platform that is geared to monitoring performance and improving outcomes, the PPS will be well suited to continue its growth and long-term strategy to sustain a value based payment and practice system.

FLPPS is working to establish a customer relations management tool and project management software to track all reporting functions of the PPS and all contracts. This may include the reporting of financial metrics on a quarterly basis. The data will be self-reported through an easy-to use portal system. The PPS data warehouse containing information from RHIO, providers and payers will serve an essential purpose in evaluating value-based payment options as the PPS matures. The PPS will also be able to share reports and performance measures along all dimension, both financial and non-financial, across the PPS through provider portals, the PPS website, CRM, and care management platforms to help drive the entire network towards improving performance and long-term financial sustainability.

Through the direct, operational impacts, the IT infrastructure will provide analytic and decision support tools to streamline patient care and access, standardize referral guidelines and specialty guidelines, reduce variation and avoidable utilization, as well as better tie financial incentives to quality, outcomes and value. Through these methods, the PPS will provide the tangible tools and information necessary to PPS partners that they can utilize in their organizations to better manage patient care and ultimately reduce total costs of care by delivery more coordinated, cost-effective care.



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✅ IPQR Module 3.8 - Progress Reporting

Instructions :

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

Once the implementation plan is complete, the plan and progress against its milestones will be reviewed by Finance Committee monthly during the first demonstration year when the majority of the milestones are set to be completed. Moving forward, starting DY2, the review schedule will be altered to every other month or every quarter. Success will be measured by tracking results of each commitment in the plan. The success of Financial Sustainability Plan will be achieved through a number of key elements:

- Evolving Financial Governance structure and Finance Committee membership representative of key stakeholders from the PPS service area
- FLPPS Finance Department to ensure each partner's financial well-being is monitored as it relates to DSRIP project implementation
- Regular review of the committed implementation plan milestones and progress towards meeting the requirements by the FLPPS finance team with a report out to the committee on identified areas of risk and potential mitigation strategies to address them.
- Strong PMO structure to facilitate integration with other work streams such as IT to ensure financial data is appropriately gathered and reported in real time and accurately.

IPQR Module 3.9 - IA Monitoring

Instructions :



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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
Milestone #1 Finalize cultural competency / health literacy strategy.	Completed	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.	05/13/2015	12/31/2015	05/13/2015	12/31/2015	12/31/2015	DY1 Q3	YES
Task 1. Identify Cultural Competence and Health Literacy vendor to support the development and implementation of FLPPS CC/HL milestones	Completed	1. Identify Cultural Competence and Health Literacy vendor to support the development and implementation of FLPPS CC/HL milestones	05/13/2015	08/10/2015	05/13/2015	08/10/2015	09/30/2015	DY1 Q2	
Task 2. Identify tools to assess baseline CC and HL measures among FLPPS provider and providers in PPS network.	Completed	2. Identify tools to assess baseline CC and HL measures among FLPPS provider and providers in PPS network.	10/01/2015	11/01/2015	10/01/2015	11/01/2015	12/31/2015	DY1 Q3	
Task 3. Conduct a gap assessment at the provider level to establish baseline measures of FLPPS network relative to CC and HL competencies, including: the identification of	Completed	3. Conduct a gap assessment at the provider level to establish baseline measures of FLPPS network relative to CC and HL competencies, including: the identification of	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
network relative to CC and HL competencies, including: the identification of cultural strengths and assets of an organization, areas for improvement, assessment of infrastructure which supports the delivery of culturally appropriate and relevant services, baseline workforce diversity at all levels, access to culturally and linguistically appropriate services, and assessing appropriateness of critical patient care documents in terms of patient comprehension and cross-cultural resources		cultural strengths and assets of an organization, areas for improvement, assessment of infrastructure which supports the delivery of culturally appropriate and relevant services, baseline workforce diversity at all levels, access to culturally and linguistically appropriate services, and assessing appropriateness of critical patient care documents in terms of patient comprehension and cross-cultural resources							
Task 4. Identify priority groups experiencing health care disparities based on your community needs assessment and other analyses - Identify current data sources, such as Salient Medicaid claims data, Census data and community health and behavioral reports, stratified, where possible, by race, ethnicity, preferred language, housing, income, education, family dynamics and disability - Identified groups will be vetted with the Cultural Competence Workgroup and the 5 regional Naturally Occurring Care Networks (NOCN) for prioritization	Completed	4. Identify priority groups experiencing health care disparities based on your community needs assessment and other analyses - Identify current data sources, such as Salient Medicaid claims data, Census data and community health and behavioral reports, stratified, where possible, by race, ethnicity, preferred language, housing, income, education, family dynamics and disability - Identified groups will be vetted with the Cultural Competence Workgroup and the 5 regional Naturally Occurring Care Networks (NOCN) for prioritization	10/01/2015	10/30/2015	10/01/2015	10/30/2015	12/31/2015	DY1 Q3	
Task 5. Cultural Competence and Health Literacy workgroup will develop a process for policy, procedure and desired CC and HL standards. These will be operationalized at the FLPPS central and provider level	Completed	5. Cultural Competence and Health Literacy workgroup will develop a process for policy, procedure and desired CC and HL standards. These will be operationalized at the FLPPS central and provider level	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 6. A process will be developed to allow for the weaving of CC and HL elements into all project strategies that will be embedded into the organizational infrastructure of FLPPS and support DSRIP outcomes.	Completed	6. A process will be developed to allow for the weaving of CC and HL elements into all project strategies that will be embedded into the organizational infrastructure of FLPPS and support DSRIP outcomes.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task 7. Develop a process to design, implement, monitor and evaluate a Health Literacy plan to be operationalized throughout the FLPPS administration and its provider network. The plan will focus on key groups experiencing health disparities. A key aspect of the plan will be the development of a process for FLPPS to support partner organizations in the revitalizing of key patient care documents and patient education materials.	Completed	7. Develop a process to design, implement, monitor and evaluate a Health Literacy plan to be operationalized throughout the FLPPS administration and its provider network. The plan will focus on key groups experiencing health disparities. A key aspect of the plan will be the development of a process for FLPPS to support partner organizations in the revitalizing of key patient care documents and patient education materials.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 8. Develop a plan for FLPPS to inform the community on progress related to disparities in health and healthcare, social and behavioral determinants, and access to care, and quality of care in order to promote transparency.	Completed	8. Develop a plan for FLPPS to inform the community on progress related to disparities in health and healthcare, social and behavioral determinants, and access to care, and quality of care in order to promote transparency.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 9. Establish a process to create a multimode repository of community-based organizations to increase access to care.	Completed	9. Establish a process to create a multimode repository of community-based organizations to increase access to care.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 10. FLPPS will identify culturally driven key factors to improve access to quality primary, behavioral health, and preventive health care - Key factors to define access must be culturally driven. Definitions will consider cultural, linguistic, geographic, health literacy, and literacy factors. Key factors relating to social determinants must be accounted for in this analysis. - Within the Cultural Competency and Health Literacy Committee, input from our stakeholders and the community will be used to help define the metrics to assess access to services and associated factors (e.g., phone hold times, availability of same-day appointments, travel times, waiting lists, lack of services that are culturally and or linguistically relevant and appropriate especially for identified priority and marginalized groups etc.), this will be done in conjunction with the Clinical and population health projects	Completed	10. FLPPS will identify culturally driven key factors to improve access to quality primary, behavioral health, and preventive health care - Key factors to define access must be culturally driven. Definitions will consider cultural, linguistic, geographic, health literacy, and literacy factors. Key factors relating to social determinants must be accounted for in this analysis. - Within the Cultural Competency and Health Literacy Committee, input from our stakeholders and the community will be used to help define the metrics to assess access to services and associated factors (e.g., phone hold times, availability of same-day appointments, travel times, waiting lists, lack of services that are culturally and or linguistically relevant and appropriate especially for identified priority and marginalized groups etc.), this will be done in conjunction with the Clinical and population health projects	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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<p>times, waiting lists, lack of services that are culturally and or linguistically relevant and appropriate especially for identified priority and marginalized groups etc.), this will be done in conjunction with the Clinical and population health projects</p> <ul style="list-style-type: none"> - Once defined, strategy will include a process to establish performance thresholds for each metric and to generate, share and discuss reports with NOCNs and individual providers when they hit threshold levels. - Strategies and interventions for addressing the underlying causes will be reviewed at the FLPPS organizational level and at the regional/provider levels - strategy will also include a process to work with providers of services on a regional basis to develop outreach plans for cultural groups to include racial/ethnic groups, disabled, elderly, LGBT, deaf etc. - Select culturally appropriate strategies to provide community education. Will work collaboratively with workforce development. 		<ul style="list-style-type: none"> - Once defined, strategy will include a process to establish performance thresholds for each metric and to generate, share and discuss reports will be generated, shared and discussed with NOCNs and individual providers when they hit threshold levels. - Strategies and interventions for addressing the underlying causes will be reviewed at the FLPPS organizational level and at the regional/provider levels - strategy will also include a process to work with providers of services on a regional basis to develop outreach plans for cultural groups to include racial/ethnic groups, disabled, elderly, LGBT, deaf etc. - Select culturally appropriate strategies to provide community education. Will work collaboratively with workforce development. 							
<p>Task 11. Define plans for two-way communication with the population and community groups through specific community forums:</p> <ul style="list-style-type: none"> - Develop a process to communicate/gain information to and from our stakeholders. In particular, how will we engage patients and families in helping us to formulate our plans and establish performance metrics - Providers - Develop plan for provider network dashboard including metrics that describe healthcare disparities and allow for progress to be tracked over time at the regional, sub-regional, and provider-specific levels - Community – identify and form plan to engender strategic alliances with community centers, community based 	Completed	<p>11. Define plans for two-way communication with the population and community groups through specific community forums:</p> <ul style="list-style-type: none"> - Develop a process to communicate/gain information to and from our stakeholders. In particular, how will we engage patients and families in helping us to formulate our plans and establish performance metrics - Providers - Develop plan for provider network dashboard including metrics that describe healthcare disparities and allow for progress to be tracked over time at the regional, sub-regional, and provider-specific levels - Community – identify and form plan to engender strategic alliances with community centers, community based 	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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regional, and provider-specific levels - Community – identify and form plan to engender strategic alliances with community centers, community based organizations, for various cultural groups, leveraging existing cultural groups and natural places of community gathering (barber shops, places of worship) - Develop plan for community educational outreach efforts with bi-directional communication underpinnings – mutual learning experience for community as well as FLPPS		organizations, for various cultural groups, leveraging existing cultural groups and natural places of community gathering (barber shops, places of worship) - Develop plan for community educational outreach efforts with bi-directional communication underpinnings – mutual learning experience for community as well as FLPPS							
Task 12. Identify assessments and tools to assist patients with self-management of conditions (considering cultural, linguistics and literacy levels): - Brief tools for providers will be identified to assess patient culture (including spiritual orientation, gender identity, and other cultural nuances as identified through the CNA), health literacy and preferred language to facilitate needs assessment and service delivery – including implementation of effective patient self-management programs - Create a process to educate patients, primarily identified priority groups experiencing disparities about their culture and health and ways in which they can engage the direct care service providers on these dimensions so that the encounter will be beneficial to them. - Identify and share existing best practice. For example, Wellness Self- Management tools will be shared with providers for use with their clients. Each tool will be reviewed for its cultural competency and health literacy, and with permission from its authors, will be modified	Completed	12. Identify assessments and tools to assist patients with self-management of conditions (considering cultural, linguistics and literacy levels): - Brief tools for providers will be identified to assess patient culture (including spiritual orientation, gender identity, and other cultural nuances as identified through the CNA), health literacy and preferred language to facilitate needs assessment and service delivery – including implementation of effective patient self-management programs - Create a process to educate patients, primarily identified priority groups experiencing disparities about their culture and health and ways in which they can engage the direct care service providers on these dimensions so that the encounter will be beneficial to them. - Identify and share existing best practice. For example, Wellness Self- Management tools will be shared with providers for use with their clients. Each tool will be reviewed for its cultural competency and health literacy, and with permission from its authors, will be modified accordingly. - Develop a plan to provide resource repository - housed on the FLPPS website, for providers to access culturally relevant and appropriate best and promising self-management practices and resources including culturally, linguistically, and health literacy appropriate patient educational materials. Explore opportunities to make these resources more readily	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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<p>accordingly.</p> <ul style="list-style-type: none"> - Develop a plan to provide resource repository - housed on the FLPPS website, for providers to access culturally relevant and appropriate best and promising self-management practices and resources including culturally, linguistically, and health literacy appropriate patient educational materials. Explore opportunities to make these resources more readily available to providers through applications accessible via phone or tablet so they can be more readily incorporated into routine care processes. 		<p>available to providers through applications accessible via phone or tablet so they can be more readily incorporated into routine care processes.</p>							
<p>Task</p> <p>13. Identify community-based interventions to reduce health disparities and improve outcomes</p> <ul style="list-style-type: none"> - Develop a process to Identify disparities in key indicators / outcomes as measures by existing data, CNA, Medicaid claims and encounter data (Salient) and other data sources available to FLPPS - Develop a process to identify guidelines around the standardization and collection, analysis and reporting of data to better identify and address health care disparities including measures of patient engagement and retention - Work with CC and HL committee, seek provider, community and patient input to identify questions around care and expected outcomes that will drive the analysis of data Incentivize provider organization to "act" on the identified disparities - Seek anecdotal information from community through town hall meetings and meetings targeted to specific cultural groups - Develop a process to incentivize providers who demonstrate cultural competency in their outcomes and that demonstrate progress in closing disparity gaps. - Develop a process to identify and support community programs shown to be effective, for example, community health workers, translators, case managers, cultural brokers, 	Completed	<p>13. Identify community-based interventions to reduce health disparities and improve outcomes</p> <ul style="list-style-type: none"> - Develop a process to Identify disparities in key indicators / outcomes as measures by existing data, CNA, Medicaid claims and encounter data (Salient) and other data sources available to FLPPS - Develop a process to identify guidelines around the standardization and collection, analysis and reporting of data to better identify and address health care disparities including measures of patient engagement and retention - Work with CC and HL committee, seek provider, community and patient input to identify questions around care and expected outcomes that will drive the analysis of data Incentivize provider organization to "act" on the identified disparities - Seek anecdotal information from community through town hall meetings and meetings targeted to specific cultural groups - Develop a process to incentivize providers who demonstrate cultural competency in their outcomes and that demonstrate progress in closing disparity gaps. - Develop a process to identify and support community programs shown to be effective, for example, community health workers, translators, case managers, cultural brokers, 	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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demonstrate cultural competency in their outcomes and that demonstrate progress in closing disparity gaps. - Develop a process to identify and support community programs shown to be effective, for example, community health workers, translators, case managers, cultural brokers, cultural relevant lifestyle and HTN programs		cultural relevant lifestyle and HTN programs							
Task 14. Develop a plan for public transparency of provider level data to drive public accountability and motivate providers to adopt effective CC and HL measures that are directly tied to patient data outcomes	Completed	14. Develop a plan for public transparency of provider level data to drive public accountability and motivate providers to adopt effective CC and HL measures that are directly tied to patient data outcomes	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 15. Review strategies deployed in other PPS's to address issues related to CC and HL to identify promising practices and benefit from lessons learned.	Completed	15. Review strategies deployed in other PPS's to address issues related to CC and HL to identify promising practices and benefit from lessons learned.	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 16. Establish a process to engender PDSA cycles to evaluate the effectiveness of the strategy and resulting data outcomes to devise further innovations and improvements to the strategy	Completed	16. Establish a process to engender PDSA cycles to evaluate the effectiveness of the strategy and resulting data outcomes to devise further innovations and improvements to the strategy	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Milestone #2 Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).	Completed	This milestone must be completed by 6/30/2016. Cultural competency training strategy, signed off by PPS Board. The strategy should include: -- 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	06/29/2015	06/30/2016	06/29/2015	06/30/2016	06/30/2016	DY2 Q1	YES
Task 1. Based on the FLPPS and Provider assessment data, identify the targeted provider	Completed	1. Based on the FLPPS and Provider assessment data, identify the targeted provider groups for training and implementation support.	06/29/2015	12/31/2015	06/29/2015	12/31/2015	12/31/2015	DY1 Q3	



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groups for training and implementation support.									
Task 2. Identify cultural competency 'champions' in providers throughout the FLPPS network and corresponding points of contact in CBO partners	Completed	2. Identify cultural competency 'champions' in providers throughout the FLPPS network and corresponding points of contact in CBO partners	07/20/2015	06/30/2016	07/20/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 3. Identify training modules to address identified gaps in order to reduce health care disparities and reduce avoidable hospitalization.	Completed	3. Identify training modules to address identified gaps in order to reduce health care disparities and reduce avoidable hospitalization.	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 4. Work with internal and external stakeholders; provider network; community-based organizations; local departments of health and human services, practitioners and providers to get input into the identification of curriculum modules. Use data disparities reports to help identify areas for professional development	Completed	4. Work with internal and external stakeholders; provider network; community-based organizations; local departments of health and human services, practitioners and providers to get input into the identification of curriculum modules. Use data disparities reports to help identify areas for professional development	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 5. Create the approach for multidisciplinary training teams available for regional partner deployment to conduct needed CC and HL trainings with a train the trainer approach with the support of a workforce vendor	Completed	5. Create the approach for multidisciplinary training teams available for regional partner deployment to conduct needed CC and HL trainings with a train the trainer approach with the support of a workforce vendor	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 6. Identify avenues or available education resources for professional development including training to support effective teamwork among culturally diverse team members that will be available to FLPPS partners	Completed	6. Identify avenues or available education resources for professional development including training to support effective teamwork among culturally diverse team members that will be available to FLPPS partners	03/31/2016	06/30/2016	03/31/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 7. Develop the process to engage and educate religious and spiritual leaders around the goals of DSRIP and FLPPS, CC and HL implications, mutual benefits to both FLPPS and Congregants.	Completed	7. Develop the process to engage and educate religious and spiritual leaders around the goals of DSRIP and FLPPS, CC and HL implications, mutual benefits to both FLPPS and Congregants.	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 8. Develop the process to engage colleges and (universities) to add CC and HL Training	Completed	8. Develop the process to engage colleges and (universities) to add CC and HL Training modules to their required courses for professional practice preparation	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
modules to their required courses for professional practice preparation - To include being aware of the disparities existing in healthcare in their local communities so that they can help in garnering resources to address disparities		- To include being aware of the disparities existing in healthcare in their local communities so that they can help in garnering resources to address disparities							
Task 9. Create a plan to assess community-wide infrastructure that will focus on career ladders as a means of creating a diverse workforce and helping people to advance where they are at. This will be done in conjunction with FLPPS workforce vendor.	Completed	9. Create a plan to assess community-wide infrastructure that will focus on career ladders as a means of creating a diverse workforce and helping people to advance where they are at. This will be done in conjunction with FLPPS workforce vendor.	01/01/2016	06/30/2016	01/01/2016	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
Finalize cultural competency / health literacy strategy.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_CCHL_MDL41_PRES1_BASE_DY2Q4_S4_M1_Supporting_Document_-_Ongoing_170414_10592.pdf	DY2Q4 S4 M1 Supporting Document - Ongoing 170414.pdf	04/18/2017 10:29 AM
Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).	oswaldos	Baseline or Performance Documentation	9_DY2Q4_CCHL_MDL41_PRES2_BASE_DY2Q4_S4_M2_Supporting_Document_-_Ongoing_170414_10596.pdf	DY2Q4 S4 M2 Supporting Document - Ongoing 170414.pdf	04/18/2017 10:33 AM



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Finalize cultural competency / health literacy strategy.	DY2Q4 S4 Milestone 1 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S4 M1 Supporting Document - Ongoing 170414.pdf
Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).	DY2Q4 S4 Milestone 2 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S4 M2 Supporting Document - Ongoing 170414.pdf

Milestone Review Status

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



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✔ 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



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✓ 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.

Risk - Financial: Organizations may be hesitant to implement needed activities and protocols around meeting CC & HL standards due to financial constraints and limited resources.

Mitigation Strategy: FLPPS will coordinate strategically with organizations to ascertain their level of readiness, feasibility of implementation given current resources, conservative approaches to implementation as needed and providing as much support for successful implementation of CC & HL activities including financially supporting centrally coordinated cultural competency training.

FLPPS will also develop standardized tools and processes that can be easily modified for use with providers

Organizations will have the option to use any incentive payments received from FLPPS to support their internal DSRIP activities, including activities related to CC/HL.

Risk - Provider Collaboration with Community based organizations: Primary care providers, physicians and clinicians often are not aware of the value of community based care or may even devalue the importance of collaborations with community based organizations, including partnerships with faith based organizations, and programs / services available through local departments of health and human services as necessary for transforming the current health care to a more culturally competent one.

Mitigation Strategy:

- i. Educating providers about the importance of cultural activation and cultural assessments of patients.
- ii. Robust cultural competence training and implementation support for providers
- iii. FLPPS will coordinate and work with the identified Work Groups to establish guidelines, MOUs and similar type of agreement documents to provide support to providers as to how best to establish needed partnerships.
- iv. FLPPS will host learning/engagement sessions

Risk - Patient Culture and behavior: The FLPPS region contains minority groups with established history of distrust for health care entities and may be resistant to becoming engaged and going to referred providers even with improvements in CC and HL standards of care

Mitigation Strategies:

- i. Working with community based organizations with established trust in the community to identify cultural brokers and gatekeepers that can be leveraged to conduct needed outreach and education (Educating/Training Targeting: Health Care Org./Staff and other Partner Org./Staff, Patient/Consumer and Community Member education)
- ii. Hosting "town hall" sessions in communities where access has been an identified concern
- iii. Encouraging providers to build the practice that will be welcoming, respectful and engaging to patients
- iv. Leverage the information provided from the Patient Advisory Counsels and Community Forums

Risk: Provider Culture and Behavior:

- i. Providers are typically in charge and often assume they know what's best for the patient.
- ii. Provider stigma surrounding Medicaid and Medicaid patients.
- iii. Providers not making training a priority due to lack of awareness or competing demands on their time.

Mitigation Strategies



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- i. Educating providers about the importance of cultural activation of patient.
- ii. Robust cultural competence training for providers including topics such as the dynamics of power and privilege and its impact on the patient's health outcomes particularly health disparities as well demystifying negative perceptions of Medicaid beneficiaries.
- iii. Creating processes that incentivize providers to train staff and FLPPS hiring and designating culturally knowledgeable staff to enforce provider training
- iv. Requiring that providers select 2 disparities from their data; come up with strategies for intervention; track the outcome of disparities if increasing or decreasing over time and present this information at the quarterly forums to be hosted by FLPPS.

✅ 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.)

Cultural Competence and Health Literacy should not be a stand-alone process or outcome but should be integrated into all levels of the organization. There will be varying levels of interdependencies among the different projects.

IT Systems and Processes - IT will be one of the key drivers. A fundamental step in identifying which populations are most at risk is to collect, analyze and report out data on race, ethnicity, English-language proficiency and SES. This guarantees subsequent actions in terms of analysis of quality of care data to identify health care needs and actions to reduce health care disparities that are found. Standardization of data across the network, its availability, how and in what format it is disseminated and the timeliness will be critical to success.

Workforce - efforts should be made to hire a workforce that is reflective of and has experience working with marginalized populations. Paying particular attention to job requirements to ensure that the applicant pool is very diverse and that individuals from cultural groups are not subconsciously blocked from getting into the workforce, for example, look for individuals who have experience working with the population but do not have academic qualifications that are not necessary in treating the patient.

Practitioner engagement – CC and HL division of FLPPS will work closely with the Provider/ Practitioner engagement branch of FLPPS to ensure that cultural competency education and training of providers is performed and evaluated periodically. Activities that serve to build the relationship between providers and FLPPS as initiated by Director of Provider Relations will be reviewed through the cultural lens of the cultural competence committee for recommendations, while the FLPPS Manager of CC and HL operations will ensure that activities are adhering to established FLPPS governing CC and HL policies and procedures under the guidance of the director of this division.

Population Health Management – The identification of key priority groups experiencing disparities as initiated through the CC and HL division will form a core component of high risk groups targeted for the domain 4 population health management projects. In addition, CC and HL will overlap with strategies and interventions implemented that provider patients and the wider community with greater access and education of linguistic and culturally appropriate self-management and wellness tools, and primary and preventative care services with staff that have undergone FLPPS approved cultural competency training and verified health literacy measures.

Clinical Integration – The CC and HL division will also work with the clinical oversight branch of FLPPS to inform clinical protocols particularly in



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the areas of care coordination and discharge procedures that take into consideration the cultural nuances of patients in PPS region to a reasonable extent, for e.g. the inclusion of connection of patients to an identified faith based leader or group to receive care and support upon discharge.

Patient Engagement and Activation (Project 2di)- Given the importance of CC to patient engagement and activation, the CC and HL branch of FLPPS will work closely with the project manager and associated patient advisory groups to conduct coordinated patient and wider community education around the importance of ownership of health care, health insurance and knowledge about local primary and preventative care resources

Communication - Both outward and inward facing communication documents, materials and correspondences should adhere to CC and HL policies and procedures. Public communication forums, broadcasts and materials as initiated through FLPPS division will be influenced by recommendations from the CC and HL committee.



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✔ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Executive Director and Head of Cultural Competence and Health Literacy Workgroup	Carol Tegas, FLPPS and Identified Vendor Consultant - In process of being selected	Providing leadership and guidance to ensure that FLPPS cultural competence and health literacy milestones are met. To oversee the operationalization of implementation plan and to ensure desirable integration CC and HL outcomes Works with quality assurance and quality improvement FLPPS division to ensure incorporation of CC and HL policies and procedures in FLPPS clinical efforts and outcomes.
Manager of Cultural Competency and Health Literacy Operations	Juanita Lyde, FLPPS	To coordinate the efforts in engaging the project managers and administration around the operationalization of the implementation plan. Interprets and implements the CC and HL policies and procedures at the administration level. Oversees process for CC and HL milestone reporting Internal CC and HL champion/ advocate between FLPPS and providers, serving as a liaison with the executive director and CC and HL committee and working groups Has authority to make decisions that impact CC and HL integration into project delivery including the management of CC and HL budget.
Manager of training and education (Learning and Development Project Manager)	Heidi Marshall, FLPPS	Lead the development of and facilitate the implementation of the PPS's cultural competency training and education programs for providers, patients and community at large
Data Analyst	Twylla Dillion, FLPPS	Supports the data analysis components of strategic plan and work with expertise in CC and HL to identify patterns of success in provider data and areas needed for improvement.
IT Director	Jose Rosario, FLPPS	Identify or Designs and develops needed IT platform needed to facilitate bidirectional information between PPS, providers and community. Oversees data collection and facilitates its acquisition from providers.
Head of Literacy Workgroup (subcommittee of CC / HL workgroup)	Juanita Lyde, FLPPS and CCSI (Vendor Consultant)	Lead the development of the PPS's health literacy campaign and facilitate the implementation of centrally coordinated health literacy initiatives



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Chair of Cultural Competence and Health Literacy Committee	Colin Garwood, Starbridge Community Based Organization	Liaison between the executive body and the Cultural Competence and Health Literacy committee
Cultural Competence and Health Literacy Committee (Free-standing with its own mission and membership)	Providers and Patients representative of the PPS region	Meets regularly to contribute personal and professional experience and expertise to the initiative; Speak up for and faithfully represent community, professional, and constituency perspectives; Provide the cultural and health literacy lens to FLPPS Dedicated to addressing culture-related issues integrated within the organization, reviews services, programs with respect to CC and HL issues; works with Quality Assurance/Quality Improvement; participates in planning; directly transmits recommendations to the executive level via the Chair of committee.
Cultural Competency and Health Literacy Patient Advisory Group	Representative consumers/ patients being served by PPS Network	Meets regularly to provide sustained and regular guidance on all CC and HL strategic plan development and implementation activities as the voice of the consumer and to ensure that activities are culturally relevant and appropriate, patient centered and representative of the cultural and linguistic profile of those in FLPPS region.
Provider Relations Associate	Juanita Lyde, FLPPS	Facilitates operationalization of CC and HL by directly engaging providers in PPS network - collecting data, monitoring submission of provider performance data and educating providers around FLPPS driven CC and HL activities that are relevant to their patient outcomes data



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✔ 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
Internal Stakeholders		
Downstream providers in network	Recipients of education and training programs Participate in organizational cultural competence and health literacy assessments and data reporting. Participate and execute individualized cultural competence strategic plans.	Commit to and undertake cultural competency transformation
Local Departments of health and human services	Helps to inform and facilitate education and training programs for PPS providers Participate in organizational cultural competence and health literacy assessments and data reporting	Support and commit to PPS cultural competency transformation processes
Naturally Occurring Care Network workgroups	Provide regional support to providers in the implementation of the CC and HL strategic plan	Support PPS cultural competency transformation processes
External Stakeholders		
Contracted CBOs	Provide assistance in the development and execution of CC and HL work stream including entre into communities with high rates of disparity and serving as cultural brokers	Subject matter expert & patient liaison
Office of Mental Health and Community based Mental Health and Substance Abuse Providers	Provide assistance in the development and execution of CC and HL work stream including entire into communities with high rates of disparity and serving as cultural brokers, Helps to inform and facilitate education and training programs for PPS providers, Ensures integration of mental and behaviorial components/ considerations in development and implementation of CC and HL plan	Support PPS cultural competency transformation processes
Patients & Families	Recipient of improved services; contributor to design of cultural competency / health literacy initiatives through consultation	Feedback on consultations
Community at large	Recipient of improved services; contributor to design of cultural competency / health literacy initiatives through consultation	Feedback on consultations



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✓ 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.

The development of a shared IT infrastructure will enable the following processes that are critical to Cultural Competence and Health Literacy strategy:

- Define granular data elements to be collected on a FLPPS wide capacity, including CC and HL metrics as well as data on healthcare disparities.
- Standardize data collection across the network.
- Development of IT solutions or platforms that facilitate bidirectional communication between PPS providers, FLPPS PMO, community health care centers/ entities and wider community.
- Create the data repository and accompanying data reporting tools needed to share this information among various FLPPS partners and stakeholders.
- Create dashboard that effectively tracks progress toward the elimination of disparities in key areas of focus.
- Provide technical assistance to providers who do not have the infrastructure to collect and analyze and use the data

✓ IPQR Module 4.8 - Progress Reporting

Instructions :

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

The success of our Cultural Competency / Health Literacy strategy will be measured by the following:

- a. Completion of individualized provider organizational Cultural Competence and Health Literacy assessments and ensuing organizational CC and HL strategic plans
- b. Improvements in the Health Literacy and Cultural Competency of our attributed population will support our achievement of targets for reductions in avoidable emergency visits/ admissions through more effective use of the health system: Specifically the process by which we will monitor the success of our work will entail
 - i. Examining regional, sub-regional, and individualized provider performance on key metrics such as:
 1. avoidable ED use;
 2. inpatient utilization;
 3. timely connection to outpatient care, housing, and other needed services following inpatient treatment
 4. engagement in outpatient care
 5. access to care
 6. Performance in these areas will be tracked for priority cultural and socio-demographic groups
- ii. Completion of provider staff trainings by target completion date including reports by number and type of staff trained; and



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- iii. Patient involvement in specific community engagement initiatives
- c. Annual refresh of the Community Needs Assessment, that is the FLPPS performance score card, will allow the FLPPS PMO to make an annual assessment of any change in the health disparities between sub-populations identified in the CNA and assess the extent to which this change is as a result of the implemented CC and HL strategy
- d. Identify culturally informed programs that increase access to care for patients and reduce healthcare disparities in the PPS region
- e. Examining trends in workforce diversity

IPQR Module 4.9 - IA Monitoring

Instructions :



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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
Milestone #1 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).	Completed	Detailed IT current state assessment. Relevant QEs (RHIOs/HIEs) should be involved in performing this assessment.	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
Task Step 1: Under the direction and oversight of the PPS Director of IT & Analytics, develop a current state assessment plan, including: - List of PPS participant organizations to be queried - Scope of areas to assess and how (i.e. On & Off-Premise HW/SW) - Major components of the plan will be EMR adoption, RHIO connectivity, interoperability capabilities and gaps	Completed	NOTE for this Milestone: Subsequent quarterly reports will require updates on the key issues identified and plans for developing the PPS's IT infrastructure.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Step 2: Conduct data collection for assessment (methods to include structured interviews and online/email surveys)	Completed	Step 2: Conduct data collection for assessment (methods to include structured interviews and online/email surveys)	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Step 3: Conduct IT gap analysis	Completed	Step 3: Conduct IT gap analysis	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 4: Review results (gaps, vendor distribution, etc.) to inform IT strategic plan, change management strategy, and total cost of	Completed	Step 4: Review results (gaps, vendor distribution, etc.) to inform IT strategic plan, change management strategy, and total cost of ownership/investment required to meet short and long term system integration, data sharing and reporting	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
ownership/investment required to meet short and long term system integration, data sharing and reporting requirements.		requirements.							
Task Step 5: Review and approval by FLPPS leadership	Completed	Step 5: Review and approval by FLPPS leadership	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Milestone #2 Develop an IT Change Management Strategy.	Completed	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	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
Task Step 1: Define strategic vision for IT change management	Completed	NOTE for this Milestone: Subsequent quarterly reports will require an update on the implementation of this IT change management strategy.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task Step 2: Establish IT governance structure and change management oversight process aligned with overall PPS Governance	Completed	Step 2: Establish IT governance structure and change management oversight process aligned with overall PPS Governance	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 3: Identify required changes based on IT Current State Assessment	Completed	Step 3: Identify required changes based on IT Current State Assessment	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 4: Develop IT Change Management Strategy including: - Approach to data governance, communication, education and training, risk management, and workflows - Incorporation of input from PPS partners through community listening sessions and solicitation of comments on draft strategy - Formation of a "PPS IT Partners Round Table" group, to be facilitated by PPS Director of IT and RHIO, which will be used to share the change management vision, exchange experiences, monitor future progress, and consult partners on implementation	Completed	Step 4: Develop IT Change Management Strategy including: - Approach to data governance, communication, education and training, risk management, and workflows - Incorporation of input from PPS partners through community listening sessions and solicitation of comments on draft strategy - Formation of a "PPS IT Partners Round Table" group, to be facilitated by PPS Director of IT and RHIO, which will be used to share the change management vision, exchange experiences, monitor future progress, and consult partners on implementation	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	



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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 vision, exchange experiences, monitor future progress, and consult partners on implementation									
Task Step 5: Review and approval by FLPPS leadership	Completed	Step 5: Review and approval by FLPPS leadership	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Milestone #3 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 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).	08/03/2015	09/30/2016	08/03/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 1: Develop framework for data sharing and interoperability roadmap, including resources responsible for key components, informed by the IT Current State Assessment	Completed	NOTE for this Milestone: Roadmap to also include the following: -- Multiple levels and iterations of systems integration testing Subsequent quarterly reports will require updates on your implementation of this roadmap and an update on any changes to the contracts / agreements in place.	08/03/2015	09/30/2016	08/03/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 2: Develop draft plan for IT standards and infrastructure, including outreach/communication and training methods	Completed	Step 2: Develop draft plan for IT standards and infrastructure, including outreach/communication and training methods	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 3: Develop governance and policy framework for data sharing and shared IT infrastructure, including draft data exchange agreements, and data governance plan including partner and project data sharing needs	Completed	Step 3: Develop governance and policy framework for data sharing and shared IT infrastructure, including draft data exchange agreements, and data governance plan including partner and project data sharing needs	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task Step 4: Solicit stakeholder input on plan for IT standards and infrastructure, including from RHIO, and revise as needed	Completed	Step 4: Solicit stakeholder input on plan for IT standards and infrastructure, including from RHIO, and revise as needed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 5: Solicit stakeholder input on draft governance and policy framework, including data exchange agreements, and revise as needed	Completed	Step 5: Solicit stakeholder input on draft governance and policy framework, including data exchange agreements, and revise as needed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 6: Map IT standards and infrastructure plan to finalized IT Current State Assessment	Completed	Step 6: Map IT standards and infrastructure plan to finalized IT Current State Assessment	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 7: Review and approval by FLPPS leadership of roadmap, including governance and policy framework, plan for IT standards and infrastructure, and guidance to participants	Completed	Step 7: Review and approval by FLPPS leadership of roadmap, including governance and policy framework, plan for IT standards and infrastructure, and guidance to participants	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Milestone #4 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.	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 1: Develop draft member engagement plan informed by Qualifying Entities stakeholders and current member needs, with methods for ongoing communication/outreach strategies and tactics to track changing member needs	Completed	NOTE: PPS plans to store PHI information in Microsofts Azure cloud computing environment that meets the following compliance standards: ISO 27001, HIPAA-HITECH, FedRAMP, SOC 1 and SOC 2, and ISO/IEC 27018. It is also the intention of FLPPS to implement 2-factor authentication, and incorporate controls to ensure compliance with: Identity Assurance [NYS IT Policy.: NYS-P10-006], Identity Assurance Standard [NYS IT Policy No.: NYS-S13-004], and Authentication Tokens Standard [NYS IT Policy.: NYS-S14-006]. As part of this process FLPPS will adhere to all the requirements of the DEAA security assessment affidavit, and until such time not share any DOH Medicaid claims data with downstream partners. The Director of Compliance (FLPPS Security Officer) will be a major stakeholder in implementing, monitoring and governing	06/30/2016	09/30/2016	06/30/2016	09/30/2016	09/30/2016	DY2 Q2	



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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 above policies and procedures.							
Task Step 2: Refine draft plan based on stakeholder input and findings in IT Current State Assessment	Completed	Step 2: Refine draft plan based on stakeholder input and findings in IT Current State Assessment	06/30/2016	08/30/2016	06/30/2016	08/30/2016	09/30/2016	DY2 Q2	
Task Step 3: Review and approval by FLPPS leadership	Completed	Step 3: Review and approval by FLPPS leadership	09/01/2016	09/30/2016	09/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Milestone #5 Develop a data security and confidentiality plan.	Completed	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.	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 1: Define data security and confidentiality guiding principles	Completed	NOTE for this Milestone: Complete Identity Validation Attestation for two FLPPS user who will receive claims data w/ PHI from DOH. PPS plans to store PHI information in Microsofts Azure cloud computing environment that meets the following compliance standards: ISO 27001, HIPAA-HITECH, FedRAMP, SOC 1 and SOC 2, and ISO/IEC 27018. It is also the intention of FLPPS to implement 2-factor authentication, and incorporate controls to ensure compliance with: Identity Assurance [NYS IT Policy.: NYS-P10-006], Identity Assurance Standard [NYS IT Policy No.: NYS-S13-004], and Authentication Tokens Standard [NYS IT Policy.: NYS-S14-006]. As part of this process FLPPS will adhere to all the requirements of the DEAA security assessment affidavit, and until such time not share any DOH Medicaid claims data with downstream partners. The Director of Compliance (FLPPS Security Officer) will be a major stakeholder in implementing, monitoring and governing the above policies and procedures.	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task Step 2: Incorporate data security guiding principles into draft governance and policy framework and draft IT standards and infrastructure plan	Completed	Step 2: Incorporate data security guiding principles into draft governance and policy framework and draft IT standards and infrastructure plan	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 3: Establish PPS-wide protocols for protected data, including data collection, data exchange, data use, data storage, and data disposal policies	Completed	Step 3: Establish PPS-wide protocols for protected data, including data collection, data exchange, data use, data storage, and data disposal policies	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 4: Conduct analysis of information security risks of the technical and policy components of the IT Data Sharing and Interoperability Roadmap	Completed	Step 4: Conduct analysis of information security risks of the technical and policy components of the IT Data Sharing and Interoperability Roadmap	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 5: Develop plan for risk mitigation and ongoing security testing and controls	Completed	Step 5: Develop plan for risk mitigation and ongoing security testing and controls	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	

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
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).	db436102	Documentation/Certification	9_DY2Q4_IT_MDL51_PRES1_DOC_DY2Q4_S5_M1_Supporting_Document_PDF_11883.pdf	DY2Q4 S5 M1 Supporting Document PDF	04/24/2017 05:43 PM
Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	db436102	Documentation/Certification	9_DY2Q4_IT_MDL51_PRES3_DOC_DY2Q4_S5_MS3,_MS4_Supporting_Documentation_PDF_11889.pdf	DY2Q4 S5 MS3, MS4 Supporting Document PDF	04/24/2017 05:46 PM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Develop a specific plan for engaging attributed members in Qualifying Entities	db436102	Documentation/Certification	9_DY2Q4_IT_MDL51_PRES4_DOC_DY2Q4_S5_MS3,_MS4_Supporting_Documentation_PDF_11895.pdf	DY2Q4 S5 MS3, MS4 Supporting Documentation PDF	04/24/2017 05:48 PM
Develop a data security and confidentiality plan.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_IT_MDL51_PRES5_BASE_DY2Q4_S5_M5_Supporting_Document_-_Ongoing_170406_9816.pdf	DY2Q4 S5 M5 Supporting Document - Ongoing 170406.pdf	04/06/2017 03:00 PM

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).	DY2Q4 S5 M1 Supporting Document PDF
Develop an IT Change Management Strategy.	DY2Q4 S5 Milestone 2 Narrative: In DY2Q4 there are no updates to this already completed Milestone. Please refer to the attached "DY2Q4 S5 M2 Supporting Document - Ongoing 170406.pdf" memo.
Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	DY2Q4 S5 MS3, MS4 Supporting Documentation PDF
Develop a specific plan for engaging attributed members in Qualifying Entities	
Develop a data security and confidentiality plan.	DY2Q4 S5 Milestone 5 Narrative: In DY2Q4 there are no updates to this already completed Milestone. Please refer to the attached "DY2Q4 S5 M5 Supporting Document - Ongoing 170406.pdf" memo.

Milestone Review Status

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



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✔ 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



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✓ 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.

<p>Risk: This is a tight timeframe to meet FLPPS and DSRIP timelines. Mitigation Strategy: Effective program management.</p>
<p>Risk: Dependencies on governance and workforce could impact this work stream. Mitigation Strategy: Effective program management and communication across work streams.</p>
<p>Risk: Multi-stakeholder policy development is always a challenging and time-consuming process. Mitigation Strategy: Engage stakeholders early and often to develop an environment of trust and a vested interest in FLPPS success. Leverage FLPPS sub-regional infrastructure (NOCNs) to engage participants at the local level.</p>
<p>Risk: It can be challenging to develop consensus on policies to handle specific classes of sensitive patient data such as data governed by 42.CFR.2. Mitigation Strategy: Ensure the FLPPS team has access to experts in the field to provide guidance.</p>
<p>Risk: PPS participants use a variety of IT systems that are not currently connected. Mitigation Strategy: The FLPPS centralized IT infrastructure leverages the RHIO to enable data mobility from source systems to the PPS. A separate data collection methodology with an advanced data normalization service to enable connectivity with non-traditional partners such as CBOs.</p>
<p>Risk: 2.a.i requires a broad spectrum of clinical and non-clinical providers (CBOs) to engage in various forms of IT adoption, care coordination and information sharing, which poses a significant financial and operational burden (change) on these providers they may not perceive the value of this effort. Mitigation Strategy: Engage in early partner education and change management; consider deploying centralized technical assistance, hands-on support and meaningful financial incentives for incremental change and planning engagement.</p>
<p>Risk: Lack of compliance with PPS data security policies and procedures. Mitigation Strategy: FLPPS will develop guidelines and educational content on data security policies and procedures, that will be thoroughly presented to participant staff as part of their onboarding and go-live processes. FLPPS will also conduct data security audits on a quarterly basis with a random set of participating organizations. This will only be conducted for Partners that FLPPS delivers DOH sourced PHI data to.</p>

✓ IPQR Module 5.4 - Major Dependencies on Organizational Workstreams

Instructions :



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

The IT work stream is specifically dependent on the Workforce and Clinical Strategy work stream and co-dependent with the Governance work stream and Finance committee. The Workforce Strategy will dictate the availability of the specific engineers and IT subject-matter experts who will be responsible for executing the IT Systems and Processes work stream, while the Clinical committee will inform project requirements, functional needs and priorities for workflow improvements; as well as data elements for capture, reporting and sharing. The policy process elements of the IT work stream overlap with the work of the Governance work stream. A successful governance model and process will allow data access, data security, and other policy elements to be developed in a time-effective manner, and with a wide degree of stakeholder buy-in across partners and RHIO(s). Similarly, successful execution and completion of the IT policy and process tasks under the purview of this work stream will impact the capability of the Governance work stream to provide a comprehensive governance framework for the PPS as a whole that includes robust data governance components. Most other work streams are highly dependent on the success of this work stream as it will lay the IT infrastructure upon which the others will operate, particularly the Performance Reporting, Population Health Management, and Clinical Integration work streams. The Finance committee will provide the contractual support and incentive for the IT strategy as an "enforcer" to align partners around standard, clear performance expectations, resource requirements and available funding. The funds flow work stream will directly impact availability of funds for IT, both in terms of timing and overall amount, which will require that the IT committee, in partnership with appropriate stakeholders appropriately vet priorities for investment. Limitations or delays in funds may significantly impact the IT strategy, which necessitates that the IT committee have fallback plans and work-arounds to achieve critical functionality and core solutions to address scale and speed requirements.



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✔ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Oversight and accountability for delivery of performance reporting capability	FLPPS CIO (or Director of IT, Jose Rosario - FLPPS)	Performance reporting infrastructure (design, planning and implementation) Coordination with NYDOH, PPS partners and other sources for data collection Development of dashboards to enable performance management and rapid cycle evaluation Management and oversight of performance reporting and data collection staff and project leads, including engagement of committees and governance leads to inform process
Responsible for informing development of performance tools, monitoring performance of partners and PPS, informing process improvement and corrective action	FLPPS Executive Director, Carol Tegas	Inform identification of key indicators and operational, clinical, financial, quality and other performance metrics Responsible for informing development of dashboards, performance thresholds, reviewing data/reports and making recommendations to Governing Board on necessary actions
Responsible for determining appropriate actions to ensure PPS performance based on available information	FLPPS Governing Board	Responsible for reviewing dashboards and performance recommendations from leadership and committees and making decisions for PPS to ensure necessary process improvements, corrective actions, etc.
Operational leadership and Performance management oversight	FLPPS Director of IT, Jose Rosario	Development of performance management and reporting tools Development of dashboards as needed by PPS leadership, committees and providers IT implementation plan management; daily oversight of project teams and vendors Lead development of technical assistance and resources with vendors, project teams, etc.



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✓ IPQR Module 5.6 - 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
Internal Stakeholders		
Reporting Manager	Collect submitted data to track measure and visualize performance (month over month)	Author reports and dashboards for Project Manager and Leadership to monitor the performance of provider outcomes being reported
Data Analyst	Conduct detailed analysis on provider reporting, claims and clinical data	Author reports that provide insightful visualizations, interpretations, segmentation and correlations on data collected from multiple sources.
PPS Partners	Submit data and review dashboards	Based on reports and data, adapt DSRIP performance, strategies and initiatives to achieve metrics/milestones and/or bridge gaps to goal measures; provide timely reporting and submission of data in specified manner/format
External Stakeholders		
NYDOH	Provision of statewide/PPS dashboards and performance data	Provide data, including claims data, consolidated reports and web-based dashboards for PPSs for performance management; provide templates for DSRIP performance reporting; provide common operational definitions for metrics and milestones and reporting requirements; provide guidance on performance improvement opportunities and evidence-based guidance and PPS benchmark data
Patients, Advocates and Caregivers (consumers)	Member Satisfaction and loyalty	Provide direct and indirect feedback to FLPPS. Direct feedback through patient satisfaction surveys, HCAHPS, CAHPS, etc. as well as indirect feedback through utilization patterns - preferred providers will have higher demand. Planning process will include engagement of consumer input in design of services, user engagement/activation tools and marketing, outreach and education
MCOs	Provision of benchmark data and support in development of population health analytic tools	Coordinate with PPS in provision of benchmark data to support performance management; potential for contract negotiation based on improved total cost management



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✓ IPQR Module 5.7 - Progress Reporting

Instructions :

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

The IT work stream leadership will develop a comprehensive implementation plan, supplemented by a GANTT chart outlining quarterly milestones based on performance requirements (DSRIP) and implementation milestones for the PPS IT strategy. The implementation plan will provide a measurable guide for progress that will be regularly shared with Leadership and collaborating committees to ensure provision of deliverables, services and functionality in line with PPS scale and speed, and overall PPS IT requirements. In addition to IT implementation progress tracking and management, the committee will engage in PPS partner feedback requests through surveys and discussion forums to ensure solutions and services continually meet partner needs, expectations and deliver value. Progress reporting will encompass the tracking of partner progress toward key milestones, including status of MU, PCMH level-III, HIE Connectivity, bidirectional data sharing and ability to engage in alerts/messaging. This information will be tracked within the FLPPS CRM tool, which will capture such metrics and tie directly to State reporting tools and performance management systems within FLPPS. As more advanced reporting capabilities are established, the IT committee will define the minimum necessary, most basic means to enable interim reporting for the first 6-12 months of DSRIP to enable data collection and tracking of key activities and metrics while the long term progress reporting solutions are developed. These tools will tie directly to the responsibilities defined within contractual agreements and status updates will be provided to leadership as a means of providing PPS-wide progress updates, risk mitigation and process improvement for DSRIP implementation.

IPQR Module 5.8 - IA Monitoring

Instructions :



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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
Milestone #1 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	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Step 1: Identify FLPPS resources responsible for clinical and financial outcomes	Completed	Step 1: Identify FLPPS resources responsible for clinical and financial outcomes	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 2: Identify performance data-sets to be defined / provided by NYSDOH and those that will need to be generated by FLPPS directly	Completed	Step 2: Identify performance data-sets to be defined / provided by NYSDOH and those that will need to be generated by FLPPS directly	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 3: Define metrics to track and report on processes and outcomes in collaboration with local stakeholders and NYSDOH	Completed	Step 3: Define metrics to track and report on processes and outcomes in collaboration with local stakeholders and NYSDOH	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 4: Define dashboard technologies that will be used by FLPPS staff and participants to monitor outcomes and guide targeted quality improvement interventions	In Progress	Step 4: Define dashboard technologies that will be used by FLPPS staff and participants to monitor outcomes and guide targeted quality improvement interventions	04/01/2016	03/31/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Step 5: Establish framework for facilitating rapid cycle improvement informed by continuous outcomes monitoring	In Progress	Step 5: Establish framework for facilitating rapid cycle improvement informed by continuous outcomes monitoring	04/01/2016	03/31/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Milestone #2 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	12/31/2017	10/01/2015	12/31/2017	12/31/2017	DY3 Q3	NO
Task Step 1: Develop draft plan for performance reporting training program	In Progress	Step 1: Develop draft plan for performance reporting training program	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	
Task Step 2: Solicit stakeholder input on draft plan	In Progress	Step 2: Solicit stakeholder input on draft plan	04/01/2016	03/31/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Step 3: Review and approval by FLPPS leadership	Not Started	Step 3: Review and approval by FLPPS leadership	01/01/2017	05/29/2017	04/01/2017	05/29/2017	06/30/2017	DY3 Q1	
Task Step 4: Identify clinical and administrative "champions" from among FLPPS participants to assist in training	In Progress	Step 4: Identify clinical and administrative "champions" from among FLPPS participants to assist in training	10/01/2015	09/29/2017	10/01/2015	09/29/2017	09/30/2017	DY3 Q2	
Task Step 5: Partner with Provider Relations and Marketing Communications teams to engage providers by NOCN groupings on training.	In Progress	Step 5: Partner with Provider Relations and Marketing Communications teams to engage providers by NOCN groupings on training.	10/01/2015	09/29/2017	10/01/2015	09/29/2017	09/30/2017	DY3 Q2	
Task Step 6: Establish an early adopters group to pilot reporting and communication requirements and refine structure based on feedback and level of success	In Progress	Step 6: Establish an early adopters group to pilot reporting and communication requirements and refine structure based on feedback and level of success	10/01/2015	12/01/2017	10/01/2015	12/01/2017	12/31/2017	DY3 Q3	
Task Step 7: Implement training program	In Progress	Step 7: Implement training program	10/01/2015	12/31/2017	10/01/2015	12/31/2017	12/31/2017	DY3 Q3	

IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found



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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
Establish reporting structure for PPS-wide performance reporting and communication.	DY2Q4 S6 Milestone 1 Narrative: FLPPS is moving this milestone's completion date to 06/30/17, on able to obtain approval from the FLPPS Board of Directors of the Performance Reporting Structure.
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	



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✔ 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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No Records Found

PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
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No Records Found



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✔ 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.

R: There is currently lack of definition on the performance monitoring and reporting infrastructure that will be provided by NYSDOH relative to what will be provided by the PPS and/or providers themselves.
M: Close collaboration and transparency with NYSDOH.

R: Defining performance metrics in multi-stakeholder environments often takes significant time and effort.
M: Develop initial set of measures with input from NYSDOH and experts in the field, with stakeholder input throughout the process.

R: Some FLPPS members may not want their performance outcomes to be evaluated or compared with their competitors' performance.
M: Develop a communications strategy to address these concerns.

R: Uncertainty of access to CRFP funding for capital investments targeted for population health management infrastructure.
M: Seek out alternative solutions to meeting the population health requirements, which include leveraging less than ideal options in our community. This could have a significant impact in our ability to deliver a solution the meets DSRIP objectives around 2.a.i.

✔ 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.)

Performance reporting will require close coordination with other FLPPS committees, leadership, Board and Executive committee to ensure all key metrics and indicators are effectively tracked, captured, reported and maintained in a central data repository. Each respective committee, e.g. workforce, finance, IT, etc. will define key indicators, thresholds for performance (e.g. max and min) for performance monitoring. Monitoring and reporting will support PPS governance, rapid cycle evaluation and partner funds flow distribution in alignment with performance-based contract requirements and expectations. Careful coordination will be required with project leads and committees to determine these indicators and the best, most efficient means for standardized, consistent data collection and reporting. Successful PPS reporting will require the development of a CRM tool that will enable easy tracking of partner performance and deployment of PPS governance and provider dashboards. In addition, the Performance reporting will coordinate with NYDOH to ensure alignment and fulfillment of reporting requirements.



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✓ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
FLPPS Director of IT	Jose Rosario, FLPPS	Oversight and accountability for delivery of performance reporting capability; Performance reporting infrastructure (design, planning and implementation) Coordination with NYDOH, PPS partners and other sources for data collection Development of dashboards to enable performance management and rapid cycle evaluation Management and oversight of performance reporting and data collection staff and project leads, including engagement of committees and governance leads to inform process.
FLPPS Executive Director	Carol Tegas, FLPPS	Responsible for informing development of performance tools, monitoring performance of partners and PPS, informing process improvement and corrective action; Inform identification of key indicators and operational, clinical, financial, quality and other performance metrics. Responsible for informing development of dashboards, performance thresholds, reviewing data/reports and making recommendations to Governing Board on necessary actions.
FLPPS Board of Directors (Governing board)	See FLPPS.org for current membership of BoD representing organizations across the PPS	Responsible for determining appropriate actions to ensure PPS performance based on available information; Responsible for reviewing dashboards and performance recommendations from leadership and committees and making decisions for PPS to ensure necessary process improvements, corrective actions, etc.
FLPPS Director of IT	Jose Rosario, FLPPS	Operational leadership and Performance management oversight; Development of performance management and reporting tools Development of dashboards as needed by PPS leadership, committees and providers; IT implementation plan management; daily oversight of project teams and vendors; Lead development of technical assistance and resources with vendors, project teams, etc.
FLPPS Reporting Manager	Oswaldo Salazar, FLPPS	Monitors the changes and development of the NY DSRIP reporting



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		<p>requirements on-going. Oversees the establishment and maintenance of all organizational and project documentation including all files, records and reports according to DSRIP reporting requirements. Leads and manage the quarterly reporting review/audit of supporting documentation and reporting written materials for quality, compliance, accuracy and completeness in accordance with FLPPS and NYSDOH defined requirements. Oversees development of key content and analyzes the completion of quarterly reporting and other required DSRIP filings and disclosures. Reviews all areas, providing submissions to DOH for consistency, accuracy, and support for outcomes.</p>



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✓ IPQR Module 6.6 - 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
Internal Stakeholders		
Reporting Manager, FLPPS	Collect submitted data to track, measure and visualize performance (month over month), including but not limited to Patient Engagement, Domain 2-4 outcomes in real time.	Author reports and dashboards for Project Managers and Leadership to monitor the performance of provider outcomes being reported, including but not limited to Patient Engagement, Domain 2-4 outcomes in real time; manage reporting process internally within FLPPS PMO and externally with PPS partners.
Data Analyst, FLPPS	Conduct detailed analysis on provider reporting, claims and clinical data.	Author reports that provide insightful visualizations, interpretations, segmentation and correlations on data collected from multiple sources.
PPS Partners	Submit data and review dashboards, make improvements in clinical outcome areas, engage patients for performance requirements of DSRIP.	Based on reports and data, adapt DSRIP performance, strategies and initiatives to achieve metrics/milestones and/or bridge gaps to goal measures; provide timely reporting and submission of data in specified manner/format.
Data Coordinator, FLPPS	Collect, organize and format data, from multiple sources (internal/external) needed for reporting.	Gather desperate reporting information that is necessary for reporting, and prepare for analysis and final documentation. This includes organizing, sorting, and normalizing prior to processing.
External Stakeholders		
NYDOH	Provision of statewide/PPS dashboards and performance data for Domains 2-4.	Provide data, including claims data, consolidated reports and web-based dashboards for PPSs for performance management; provide templates for DSRIP performance reporting; provide common operational definitions for metrics and milestones and reporting requirements; provide guidance on performance improvement opportunities and evidence-based guidance and PPS benchmark data.
Patients, Advocates and Caregivers (consumers)	Member Satisfaction and loyalty.	Provide direct and indirect feedback to FLPPS. Direct feedback through patient satisfaction surveys, HCAHPS, CAHPS, etc. as well as indirect feedback through utilization patterns - preferred providers will have higher demand. Planning process will include engagement of consumer input in design of services, user engagement/activation tools and marketing, outreach and education.



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Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
MCOs	Provision of claims data, benchmark data and support in development of population health analytic tools.	Coordinate with PPS in provision of claims data and benchmark data to support performance management; potential for contract negotiation based on improved total cost management.



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✔ 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.

A shared IT infrastructure will enable consistent and standardized reporting across the PPS, by provider type; enabling the governing body, committees, partner organizations and individual providers to understand performance goals and current performance with relation to peers and other PPSs. Performance reporting will include web-based dashboards with aggregate public data for performance management. PPS partners will be provided with reporting templates and ultimately web-based portal and/or HIE connectivity for data extraction/collection for performance reporting that will leverage current reporting systems and processes for State and Federal reporting as appropriate.

✔ IPQR Module 6.8 - Progress Reporting

Instructions :

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

Success will be measured by the progress in planning, design and deployment of the performance reporting processes, tools and centralized dashboard with user access. Performance reporting will begin as a more manual process, with increasing automation, queries, user features and data points over time. The IT Committee, in coordination with PPS governance and committee leadership will define the requirements and milestones for performance reporting capabilities and timeline, in line with State provided reporting tools, data and timelines.

IPQR Module 6.9 - IA Monitoring

Instructions :



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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
Milestone #1 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	04/01/2015	06/30/2017	04/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Hire a PPS Communications Director to organize and execute internal and external communication strategy	Completed	Hire a PPS Communications Director to organize and execute internal and external communication strategy	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	
Task Hire a Provider Relations Team, including a Director of Provider Relations, to manage the coordination of work across the PPS and meter level of satisfaction of all partners. This team will also ensure that partners remain engaged across the full 5 years, while working in concert with Communications Director to establish clear communication channels.	Completed	Hire a Provider Relations Team, including a Director of Provider Relations, to manage the coordination of work across the PPS and meter level of satisfaction of all partners. This team will also ensure that partners remain engaged across the full 5 years, while working in concert with Communications Director to establish clear communication channels.	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	
Task Include steps to educate potential partners on FLPPS, and overall DSRIP 1115 Waiver Program, recruit to join FLPPS and sign attestations by State deadline	Completed	Include steps to educate potential partners on FLPPS, and overall DSRIP 1115 Waiver Program, recruit to join FLPPS and sign attestations by State deadline	04/01/2015	05/01/2015	04/01/2015	05/01/2015	06/30/2015	DY1 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task Utilize governance structure with Board of Directors, committees, project teams and workgroups that include representation across PPS to ensure effective and wide spread communication and engagement	Completed	Utilize governance structure with Board of Directors, committees, project teams and workgroups that include representation across PPS to ensure effective and wide spread communication and engagement	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Develop PAC meeting schedule for DY 1, and other FLPPS wide meeting opportunities; share with PPS via communication channels (annual meeting schedules will be released Q1 of each subsequent DY)	Completed	Develop PAC meeting schedule for DY 1, and other FLPPS wide meeting opportunities; share with PPS via communication channels (annual meeting schedules will be released Q1 of each subsequent DY)	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3	
Task Evaluate communication efforts to date to ensure successful partner communication and engagement around implementation activities in subsequent years	In Progress	Evaluate communication efforts to date to ensure successful partner communication and engagement around implementation activities in subsequent years	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1	
Milestone #2 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.	In Progress	Practitioner training / education plan.	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Define target populations based on groupings of key stakeholders/partners; segment based on their involvement in PPS wide initiatives to adequately develop different levels of training and presentations (different levels of DSRIP understanding, FLPPS understanding, programmatic understanding, reporting expectations)	Completed	Define target populations based on groupings of key stakeholders/partners; segment based on their involvement in PPS wide initiatives to adequately develop different levels of training and presentations (different levels of DSRIP understanding, FLPPS understanding, programmatic understanding, reporting expectations)	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Through workgroup committees and the FLPPS Provider Relations Associate (PRA) team, conduct an analysis of the needed training and education by practitioner group.	In Progress	Through workgroup committees and the FLPPS Provider Relations Associate (PRA) team, conduct an analysis of the needed training and education by practitioner group.	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task	In Progress	Establish practitioner training and development plan, PPS	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Establish practitioner training and development plan, PPS wide, including dates and venues for education and training. Determine metrics to indicate successful delivery of education training.		wide, including dates and venues for education and training. Determine metrics to indicate successful delivery of education training.							
Task Engage with internal FLPPS resource or external expert on training and development to start developing practitioner training and education materials, with feedback from NOCN (regional) workgroups.	In Progress	Engage with internal FLPPS resource or external expert on training and development to start developing practitioner training and education materials, with feedback from NOCN (regional) workgroups.	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Incorporate language into FLPPS-Partner contracts around roles & responsibilities at partner level, in execution of projects, quality metrics tied to project participation; funds flow tied to quality based performance metrics, and PPS level of involvement - governance, meetings and projects	In Progress	Incorporate language into FLPPS-Partner contracts around roles & responsibilities at partner level, in execution of projects, quality metrics tied to project participation; funds flow tied to quality based performance metrics, and PPS level of involvement - governance, meetings and projects	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	
Task Begin execution on training/education plan; leverage community leaders/champions to encourage participation and potentially deliver some of the content	In Progress	Begin execution on training/education plan; leverage community leaders/champions to encourage participation and potentially deliver some of the content	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task At the close of each education/training session, solicit feedback from participants on effectiveness of training.	In Progress	At the close of each education/training session, solicit feedback from participants on effectiveness of training.	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Review in PDSA Cycle with Provider Relations Associate (PRA) team, against previously determined metrics for successful delivery of education and training.	In Progress	Review in PDSA Cycle with Provider Relations Associate (PRA) team, against previously determined metrics for successful delivery of education and training.	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Adjust training accordingly to ensure progress towards previously determined metrics for successful delivery of education and training.	In Progress	Adjust training accordingly to ensure progress towards previously determined metrics for successful delivery of education and training.	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Feedback from each training program will be	In Progress	Feedback from each training program will be used for a PDSA cycle towards developing continuous improvement in the	02/01/2016	06/30/2017	02/01/2016	06/30/2017	06/30/2017	DY3 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
used for a PDSA cycle towards developing continuous improvement in the training program		training program							

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
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.	

Milestone Review Status

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



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✔ 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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✓ 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.

FLPPS covers one of the largest geographic footprints of any PPSs across NYS, with over 600 partners representing 13 counties. FLPPS partnership also covers not only a significant number of lives, but also sheer number of partners, which creates a communication challenge as we have to rely upon mass communication strategy, which can appear impersonal; it is also difficult to find locations and times that are convenient for all partners to participate. As a result, at the time of submittal, while there have been significant opportunities for FLPPS Partners to engage with FLPPS central, through in-person meetings, webinars, governance, and surveys - FLPPS partners participate in these activities at a rate of approximately 25 - 50% across all previously listed opportunities for engagement. This number needs to increase in order to ensure complete integration across our vast geographic footprint.

All attested providers do not fully understand the terms of their attestation and role in participating in our network. With further education, some providers may not decide there is significant value in participating in the FLPPS network. Given the knowledge of the 0 or 1 achievement value score in quarterly reporting, individual providers may determine there is too much risk in participating in a network that may not be able to meet every stated provider outcome. There is a very slim likelihood that all providers will have the resources, and desire to achieve PCMH to participate in the network. Given that one provider's choice to not pursue PCMH, has the potential to undermine the success of the other partners, could prove to be too great of a risk. FLPPS also recognizes that it is extremely difficult to engage with clinicians already hampered with incredibly demanding clinical schedules, and competing work-life priorities. For employed physicians, who do not see the ultimate financial gain, they will have to understand how the network resources will assist them to better care for their more complex patients. Across the remainder of DY0 and Q2DY1 the practitioner engagement team and communications team will make it a priority to focus on individualized meetings with clinicians, in their offices, to ensure adequate face to face time, education and deeper levels of engagement for clinicians.

In order for FLPPS to be successful around practitioner engagement, the team is heavily reliant upon the success of FLPPS central - partner contracting, a centralized, highly complicated IT infrastructure to ensure clinical integration (Capital dependent) and the funds flow from the State down to the PPS level. There are many skeptics among the partner base, as they don't yet understand if the funds and centralized services needed to be successful under DSRIP will be made available to them in a timely manner, which makes the next phase of DSRIP (implementation) intimidating.

Lastly, the success of provider engagement relies heavily upon the relationships built by the staff, which could be jeopardized by staff turnover; staff satisfaction and retention is critically important, as well as the establishment of a robust training process, so we can train new staff quickly and effectively.

✓ IPQR Module 7.4 - Major Dependencies on Organizational Workstreams

Instructions :



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

The value proposition for PPS partners is anticipated to be one of three: financial incentive, support in health care delivery, and/or benefits gained through economies of scale and centralized services. To achieve this value, we will need to rely upon timely funds flow, beneficial contracting and support from large health system/safety net employers. If funds do not flow in a timely manner, few organizations will be able to justify the extra effort and time invested in the start-up. Without defined funds flow we will also be limited in our contract execution with providers as organizations will not commit to terms that are not clearly defined. And finally, for employed clinicians who are not directly affected by the funds flow, they will need encouragement and support from the systems they are employed by, in addition to a clear promise of clinical success. Given this, we could experience dependencies on the following work streams: Governance, Contracting, Population Health Management, Cultural Competency & Health Literacy, Clinical Integration, IT Integration, Budget/Funds Flow/Financing, Workforce, and individual Projects.



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✓ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
FLPPS Director, Provider Engagement	Peter Bauman, Director of Operations (FLPPS)	Engagement Strategy/Network Development/Provider Relations & Oversight
FLPPS Communication Director	Meredith Rutherford, Director of Communications (FLPPS)	Communications Strategy & Oversight
FLPPS Central - Support Staff - Provider Relations & Communications	John Paul Perez, Senior Project Manager (FLPPS) Yisette Rivas, Provider Relations Associate (FLPPS) Tricia Williams, Provider Relations Associate (FLPPS) Heather Garbarino, Provider Relations Associate (FLPPS)	Support NOCN workgroups, assist in provider engagement, support services and communication planning
FLPPS Project Management Office	FLPPS Project Managers (Darlene Walker, Teresa Bales, Joshua Jinks, Doug Hurlbut, Nathan Franus, Collene Burns, Joshua Jinks, Heather Garbino).	Management of 11 projects, partner support in implementation and reporting
FLPPS Governance Model	FLPPS Board of Directors, NOCN Workgroups, Operations Committees, Clinical Quality Sub-Committees.	Oversight of centralized decision making; monitoring and encouragement of practitioner involvement in all levels of decision making; outreach to practitioners to ensure seamless communication at all levels; support for practitioner engagement activities
IT Committee	Committee members, led by co-chairs Gary Scialdone (URMC) and Michael Larche (Rochester Regional Health)	Information Sharing; IT Integration across PPS
Clinical Committee	Committee members, led by co-chairs Dr. Marc Berliant (URMC) and Dr. Michael Nazar (Rochester Regional Health)	Clinical quality oversight
Workforce Committee	Committee members, led by co-chairs Dan Ornt (Rochester Institute of Technology) and Kathy Rideout (URMC)	Support of all partners in workforce development, planning & training
Cultural Competency & Health Literacy Workgroup	Committee members, led by interim chair Colin Garwood.	Support around education, training and implementation or work plans with a focus on CC&HL
Transportation Committee	Committee members, led by co-chairs William McDonald (Medical Motors) at Patrick Rogers (Institute for Human Services)	Support around transportation mitigation strategy relative to projects, support of partners struggling with transportation related issues
FLPPS PCMH Support Team	Deb Blanchard, Project Director Nancy Herman, Project Manager	PCMH Support; Operations Support for Clinicians in provider network



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✓ IPQR Module 7.6 - 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
Internal Stakeholders		
FLPPS Project Management Office	Management of 11 projects, partner support in implementation and reporting	Guide development and outcomes for 11 projects, partner support in implementation and reporting
FLPPS Governance Model	Oversight of centralized decision making; monitoring and encouragement of practitioner involvement in all levels of decision making; outreach to practitioners to ensure seamless communication at all levels; support for practitioner engagement activities	Centralized decision making; Ensure practitioner involvement in all levels of decision making; ensure seamless communication at all levels; support practitioner engagement activities
IT Committee	Advise and inform the creation of Information Sharing; IT Integration across PPS	Information Sharing; IT Integration across PPS
Clinical Committee	Clinical quality oversight	Clinical quality across all projects
Workforce Committee	Support of all partners in workforce development, planning & training	Workforce development plan & training
Cultural Competency & Health Literacy Workgroup	CC&HL focused support around education, training and implementation of work plans	Ensure CC&HL are incorporated in all education, training and implementation or work plans
Transportation Committee	Support project-level transportation mitigation strategies and individual partners struggling with transportation related issues	Development of project-level transportation mitigation strategy
FLPPS PCMH & Workflow Design Support Team	PCMH Support; Operations Support for Clinicians in provider network	PCMH Support provided to PCP attested providers
Directors of Public and Community Services	Participate in organizational committees and NOCN workgroups, to advise public sector influenc and potential impact to 11 DSRIP projects	Provide information on public resources available in each county and identify key participants to contribute to transformation activities.
External Stakeholders		
All FLPPS Partners	Partners in developing IDS collaboration with PMO and other FLPPS partners	Regional collaboration to develop IDS
Medicaid Community Members/Patients	Serve as a key guiding member in the FLPPS governance structure and offer the patient perspective in developing the IDS	Meeting attendance and participation
Monroe County Medical Society	Ensure collaboration and inclusion of physicians	Regular DSRIP related communications with physician community



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✔ 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.

The goal of the proposed IT strategy is centered around data sharing and coordination across the PPS network, particularly the practitioner through the provider portal, care coordination and analytics platform, and EHR-RHIO connectivity. These platforms will connect practitioners, which will be crucial to the providers operating in rural communities, allowing them access to critical functionality such as dashboards, performance reporting, patient alerts, secure messaging, and care management tools across the 13 counties, which will engage and help them efficiently coordinate care, across the network. The ability of the PPSs interoperability strategy will delivery efficient, high value-added solutions that will facilitate practitioner engagement through to tools that support better time management and improve overall provider satisfaction.

✔ IPQR Module 7.8 - Progress Reporting

Instructions :

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

FLPPS will be employing a partner management/customer relationship management (CRM) system (Salesforce) to help track all touches and interactions with partners. The purpose of the Provider Relations Team, in concert with the FLPPS Project Management Team is to support partners in achieving their success. Success will be measured in contract fulfillment, engagement in network activities, achievement of network and partner speed and scale; and ultimately the success of the entire partnership (PPS) in reporting and performance as a network.

IPQR Module 7.9 - IA Monitoring

Instructions :



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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
Milestone #1 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.	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4	NO
Task Determine workgroup to create roadmap	Completed	Determine workgroup to create roadmap	07/01/2015	08/01/2015	07/01/2015	08/01/2015	09/30/2015	DY1 Q2	
Task Obtain and analyze baseline metrics within PPS catchment area, to identify gaps in care and to support identification of target populations. This analysis would include (but not be limited to) Population Health Status per Prevention Agenda, Baseline DSRIP Attachment J metrics (pending release by DOH), target populations define by DSRIP projects selected by FLPPS, and target populations of partnering ACOs	Completed	Obtain and analyze baseline metrics within PPS catchment area, to identify gaps in care and to support identification of target populations. This analysis would include (but not be limited to) Population Health Status per Prevention Agenda, Baseline DSRIP Attachment J metrics (pending release by DOH), target populations define by DSRIP projects selected by FLPPS, and target populations of partnering ACOs	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Define PPS priority target populations for prioritization within Population Health activities of the organization	In Progress	Define PPS priority target populations for prioritization within Population Health activities of the organization	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task As part of the Clinical Integration Needs and Workforce assessments, identify providers	In Progress	As part of the Clinical Integration Needs and Workforce assessments, identify providers serving target population(s) of PPS including current workforce of those providers	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
servicing target population(s) of PPS including current workforce of those providers									
Task Identify IT infrastructure required to support population health management	Completed	Identify IT infrastructure required to support population health management	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Identify data elements that will be required to identify PPS priority target populations for population health management	Completed	Identify data elements that will be required to identify PPS priority target populations for population health management	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Develop assessment (or assessment questions) that will identify target populations in clinical and community settings as appropriate to collect data elements	In Progress	Develop assessment (or assessment questions) that will identify target populations in clinical and community settings as appropriate to collect data elements	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Review and analyze data collected as part of Clinical Integration Needs Assessment and Current IT State Assessment completed under the Clinical Integration and IT Systems & Processes work streams, respectively	In Progress	Review and analyze data collected as part of Clinical Integration Needs Assessment and Current IT State Assessment completed under the Clinical Integration and IT Systems & Processes work streams, respectively	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Review milestones for both Domain 4 projects of the PPS	Completed	Review milestones for both Domain 4 projects of the PPS	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Engage and communicate with primary care providers to ensure project understanding and alignment.	Completed	Engage and communicate with primary care providers to ensure project understanding and alignment.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.	Completed	Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Identify all PCMH eligible practices in PPS, and assess current state PCMH status of those practices	Completed	Identify all PCMH eligible practices in PPS, and assess current state PCMH status of those practices	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)	Completed	Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
State assessment (see IT Systems & Processes Work stream)									
Task Create prioritized list of practices who will need to begin EHR implementation	In Progress	Create prioritized list of practices who will need to begin EHR implementation	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.	Completed	Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Obtain PCMH certification from PCMH practices	In Progress	Obtain PCMH certification from PCMH practices	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task Develop strategy to address health disparities of PPS identified target populations.	In Progress	Develop strategy to address health disparities of PPS identified target populations.	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task Outline how population health strategies will engage patients throughout the Integrated Delivery System	In Progress	Outline how population health strategies will engage patients throughout the Integrated Delivery System	11/01/2015	03/31/2018	11/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task Develop process for review and updating of Population Health Roadmap as necessary to achieve improved outcomes	In Progress	Develop process for review and updating of Population Health Roadmap as necessary to achieve improved outcomes	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Consolidate target populations, strategy to address health disparities of target populations, IT infrastructure required to support population health, and overarching plans for appropriate provider types achieving 2014 PCMH Level 3 into Population Health Roadmap	In Progress	Consolidate target populations, strategy to address health disparities of target populations, IT infrastructure required to support population health, and overarching plans for appropriate provider types achieving 2014 PCMH Level 3 into Population Health Roadmap	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Adopt and approve Population Health Roadmap by FLPPS Board, signed off by FLPPS Board	In Progress	Adopt and approve Population Health Roadmap by FLPPS Board, signed off by FLPPS Board	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Milestone #2 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.	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	NO
Task	In Progress	Determine workgroup/ taskforce to create plan	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Determine workgroup/ taskforce to create plan									
Task Ensure workgroup has member from one of the domain 4 project workgroups and regularly updates other project workgroups to inform them of timelines and progress.	In Progress	Ensure workgroup has member from one of the domain 4 project workgroups and regularly updates other project workgroups to inform them of timelines and progress.	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task Obtain existing state and community resources related to bed reduction including but not limited to FLPPS Community Needs Assessment, 2020 Commission Report, Sage Commission Report, and Berger Commission Report to inform PPS plan.	In Progress	Obtain existing state and community resources related to bed reduction including but not limited to FLPPS Community Needs Assessment, 2020 Commission Report, Sage Commission Report, and Berger Commission Report to inform PPS plan.	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Analyze and update (as necessary) existing state and community resources related to bed reduction including but not limited to FLPPS Community Needs Assessment, 2020 Commission Report, Sage Commission Report, and Berger Commission Report to inform PPS plan.	In Progress	Analyze and update (as necessary) existing state and community resources related to bed reduction including but not limited to FLPPS Community Needs Assessment, 2020 Commission Report, Sage Commission Report, and Berger Commission Report to inform PPS plan.	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Collaborate with partner organizations to determine estimated bed reduction as a result of FLPPS projects throughout DSRIP.	In Progress	Collaborate with partner organizations to determine estimated bed reduction as a result of FLPPS projects throughout DSRIP.	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Combine all current state assessments, analysis, strategic plans, project documents & create a final product that is the bed reduction plan	In Progress	Combine all current state assessments, analysis, strategic plans, project documents & create a final product that is the bed reduction plan	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task Adopt and approve Bed Reduction plan by FLPPS Board, signed off by FLPPS Board	In Progress	Adopt and approve Bed Reduction plan by FLPPS Board, signed off by FLPPS Board	08/15/2016	03/31/2018	08/15/2016	03/31/2018	03/31/2018	DY3 Q4	

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 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	



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✔ 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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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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✓ 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 largest current challenge for this project is the need to assure integration with other activities taking place under New York State's Prevention Agenda, including required updates of Public Health Community Health Improvement Plans and Hospital Community Service Plans, which are taking place over the next several months. In response, FLPPS has delayed the naming of a target population while these activities take place and has arranged formal interviews and focus groups with those completing these activities. This should ensure that the FLPPS population health road map accounts for the region's existing population health infrastructure, filling gaps and creating better integration as necessary.

✓ 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.)

As population health is a core deliverable of health system transformation, there are interdependencies across all PPS-selected processes and all PPS work streams. This includes the following:

- Clinical Integration work stream for the completion of the Clinical Integration Needs Assessment
- IT Systems & Processes - completion of the Current IT Assessment and development of IT infrastructure required to implement population health management.
- Workforce - completion of Workforce Assessment and support for increasing staff used to perform population health management throughout partner providers (including community based organizations)
- Provider Engagement - ensure providers understand and support population health management strategies of target populations
- Cultural Competency - it will be crucial to incorporate cultural competency into the population health management strategy to successfully engage patients to better manage chronic diseases and feel empowered to do so
- Performance Reporting - this work stream will be essential to properly track outcomes that can be used to identify value add interventions to the PPS target population(s).



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✔ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
FLPPS 2.a.i IDS Project Manager	Collene Burns, FLPPS.	Ensure Population health management activities are carried out and achieved through project management oversight of population health management, engage key internal and external leadership and PPS partners to develop and implement population health and bed reduction strategies
FLPPS IT Director	Jose Rosario, FLPPS.	IT Strategy & Implementation of IT infrastructure, understand and implement IT requirements of population health strategy for PPS
FLPPS 4.b.ii Domain 4 Project Manager & Associated Project Workgroup	Darlene Walker, FLPPS; Project Workgroup represented by partners across the PPS.	Development of comprehensive assessment for population health strategy, communicate strategy and help implement within home organizations across the PPS, Conduct gap analysis required to successfully create population health roadmap
FLPPS 2.a.i IDS Project Manager & PPS PCMH Support	Collene Burns, FLPPS & Deb Blanchard, FLPPS	Engage PCPs across the PPS to implement 2014 NCQA Level 3 PCMH and implementation of pop-health strategy and any necessary support for bed-reduction strategy



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✓ IPQR Module 8.6 - 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
Internal Stakeholders		
FLPPS Naturally Occurring Care Network Committees	Supporting Committee in PPS governance structure, should ensure communication and support of PPS Population Health and Bed Reduction Strategies	Participate in regional analysis and support implementation of Population Health Management Strategies
FLPPS Clinical Quality Committee	Supporting Committee in PPS governance structure, should ensure communication and support of PPS Population Health and Bed Reduction Strategies	Review and provide feedback on Population Health Roadmap and Bed Reduction Strategy before review/approval by Board
FLPPS Provider Engagement Team	This team will continue to engage providers and serve as another channel to send and receive information. Maintaining an engaged network will support the PPS goal of clinical integration	Maintaining provider engagement through training and implementation
External Stakeholders		
FLPPS Providers	PPS Partner Organizations responsible for adopting and implementing strategies outlined in work stream	Participate in data collection activities, implement necessary activities to achieve goals in work stream
County Health Departments	Supporting Organizations of PPS activities	Participate in Prevention Agenda analysis and offer insights toward population health management strategy
RHIOs	Supporting Organizations of PPS activities	Partnering with FLPPS to develop infrastructure as needed to support goals of DSRIP, specifically around population health management



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✔ 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.

The current state of population health management IT capabilities is fragmented and inconsistent throughout the PPS. Providers who have participated in Meaningful Use or Patient Centered Medical Home programs are more likely to have EHR required to support local, practice based population health management but not all PCP or Non-PCP specialists have implemented such an EHR. A thorough IT Current State assessment will be conducted to understand the complete current state, supporting the development of an EHR and interoperability strategy that will lay the foundation of PPS population health management. Central to the PPS a care management platform will be deployed that will enable care coordination and management at the population level (further supported by a yet to be identified specific population health management IT solution that includes the ability to measure and improve the population health status through the use of analytics, reporting and registries). The infrastructure created to support population health will certainly benefit other projects as well as providers participating in other projects would be able to leverage the IT systems to achieve the requirements of those projects.

✔ IPQR Module 8.8 - Progress Reporting

Instructions :

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

Success in Population Health Management will be measured against the successful achievement of the Domain 1 metrics for project 2.a.i and the achievement of the project milestones of the two Domain 4 projects. As the IT infrastructure is established and population health management is engaged through the work of project 2.a.i (DY2, Q4, per the project Domain 1 Requirement 6) ongoing success will be evaluated against the Population Health Status metrics per the Prevention Agenda as well as the PPS' achievement of DSRIP performance payments related to Domains 2 and 3.

IPQR Module 8.9 - IA Monitoring

Instructions :



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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
Milestone #1 Perform a clinical integration 'needs assessment'.	Completed	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	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3	NO
Task Identify dedicated resource to manage the development and implementation of needs assessment	Completed	Identify dedicated resource to manage the development and implementation of needs assessment	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Identify and engage workgroup members who will be involved with the needs assessment	Completed	Identify and engage workgroup members who will be involved with the needs assessment	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Define data elements required for current state clinical integration assessment including, but not limited to: current IT systems used, workforce, and workflow protocols/processes).	Completed	Define data elements required for current state clinical integration assessment including, but not limited to: current IT systems used, workforce, and workflow protocols/processes).	07/01/2015	02/15/2016	07/01/2015	02/15/2016	03/31/2016	DY1 Q4	
Task Identify process (possibly including tools) designed to assess the current state of clinical integration and implement across partners	Completed	Identify process (possibly including tools) designed to assess the current state of clinical integration and implement across partners	07/01/2015	02/15/2016	07/01/2015	02/15/2016	03/31/2016	DY1 Q4	
Task	Completed	Engage providers to complete assessment	10/01/2015	02/15/2016	10/01/2015	02/15/2016	03/31/2016	DY1 Q4	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Engage providers to complete assessment									
Task Analyze and summarize results, grouped by Naturally Occurring Care Networks (NOCN).	Completed	Analyze and summarize results, grouped by Naturally Occurring Care Networks (NOCN).	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Develop a communication plan distribute findings to NOCN workgroups and partner organizations, as appropriate	Completed	Develop a communication plan distribute findings to NOCN workgroups and partner organizations, as appropriate	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Define target end-state of clinical integration in collaboration with Integrated Delivery System project efforts	Completed	Define target end-state of clinical integration in collaboration with Integrated Delivery System project efforts	01/01/2016	12/31/2016	01/01/2016	12/31/2016	12/31/2016	DY2 Q3	
Task Define clinical integration requirements for partner organizations, by provider type	Completed	Define clinical integration requirements for partner organizations, by provider type	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Perform clinical integration gap analysis for each participating provider organization	Completed	Perform clinical integration gap analysis for each participating provider organization	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Consolidate current state information from assessment, gap analysis and summary information into a final clinical needs assessment document	Completed	Consolidate current state information from assessment, gap analysis and summary information into a final clinical needs assessment document	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Accept final clinical integration needs assessment, signed off/approved by Clinical Committee	Completed	Accept final clinical integration needs assessment, signed off/approved by Clinical Committee	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Milestone #2 Develop a Clinical Integration strategy.	Completed	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	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4	NO



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
		-- Training for operations staff on care coordination and communication tools							
Task Identify dedicated resource to lead the development of a clinical integration strategy	Completed	Identify dedicated resource to lead the development of a clinical integration strategy	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Identify and engage workgroup members who will be involved with developing the Clinical Integration Strategy	Completed	Identify and engage workgroup members who will be involved with developing the Clinical Integration Strategy	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4	
Task Ensure workgroup has member from one of the Domain 4 project committee and regularly updates other project committees to inform them of timelines and progress.	Completed	Ensure workgroup has member from one of the Domain 4 project committee and regularly updates other project committees to inform them of timelines and progress.	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4	
Task Review Clinical Integration needs assessment for current state and gap analysis by provider type, which contains current clinical and IT state analysis as well as defined requirements for clinical integration.	Completed	Review Clinical Integration needs assessment for current state and gap analysis by provider type, which contains current clinical and IT state analysis as well as defined requirements for clinical integration.	02/15/2016	03/31/2017	02/15/2016	03/31/2017	03/31/2017	DY2 Q4	
Task Develop Care Transition strategy in collaboration with Project Teams that crosses all necessary modalities of care including IT and Clinical tools necessary to achieve high quality of care and transition using evidenced based models.	Completed	Develop Care Transition strategy in collaboration with Project Teams that crosses all necessary modalities of care including IT and Clinical tools necessary to achieve high quality of care and transition using evidenced based models.	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4	
Task Determine strategy for training providers across settings regarding clinical integration for training operations staff on care coordination and communication. Strategy components to include a timeline for staff training and cultural competency throughout rural and urban regions of the PPS	Completed	Determine strategy for training providers across settings regarding clinical integration for training operations staff on care coordination and communication. Strategy components to include a timeline for staff training and cultural competency throughout rural and urban regions of the PPS	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4	
Task Approve IT architecture for clinical integration proposed by IT committee (direct link to IT Systems & Processes work stream)	Completed	Approve IT architecture for clinical integration proposed by IT committee (direct link to IT Systems & Processes work stream)	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Task Review roadmap to clinical information data sharing and interoperable system across PPS (Direct link to IT Systems and Processes work stream)	Completed	Review roadmap to clinical information data sharing and interoperable system across PPS (Direct link to IT Systems and Processes work stream)	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4	
Task Review value based payment plan (direct link to Financial Sustainability work stream)	On Hold	Review value based payment plan (direct link to Financial Sustainability work stream)	07/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Consolidate current state assessments, analysis, strategic plans, project documents into a final product Clinical Integration Strategy document.	Completed	Consolidate current state assessments, analysis, strategic plans, project documents into a final product Clinical Integration Strategy document.	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4	
Task Identify resource lead the implementation of the Clinical Integration Strategy.	Completed	Identify resource lead the implementation of the Clinical Integration Strategy.	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4	
Task Sign-off/approval and adoption of Clinical Integration Strategy by FLPPS Clinical Committee	Completed	Sign-off/approval and adoption of Clinical Integration Strategy by FLPPS Clinical Committee	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	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
Perform a clinical integration 'needs assessment'.	db436102	Documentation/Certification	9_DY2Q4_CI_MDL91_PRES1_DOC_View_-_DY2Q4_S9_MS_1_Supporting_Documentation_PDF_11974.pdf	View - DY2Q4 S9 MS 1 Supporting Documentation PDF	04/25/2017 09:20 AM
Develop a Clinical Integration strategy.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_CI_MDL91_PRES2_BASE_DY2Q4R_S9_M2_Clinical_Integration_Remediation_170616_15199.pdf	DY2Q4R S9 M2 Clinical Integration Remediation 170616.pdf	06/16/2017 01:58 PM
	db436102	Documentation/Certification	9_DY2Q4_CI_MDL91_PRES2_DOC_DY2Q4_S9_MS_2_Supporting_Documentation_PDF_10981.pdf	DY2Q4 S9 MS 2 Supporting Documentation PDF	04/19/2017 08:36 PM



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Perform a clinical integration 'needs assessment'.	DY2Q4 S9 MS 1 Supporting Documentation PDF
Develop a Clinical Integration strategy.	DY2Q4 S9 Milestone 2 Remediation Narrative: Please see the attached "DY2Q4R S9 M2 Clinical Integration Remediation 170616.pdf" file addressing the Remediation item requested by the IA.

Milestone Review Status

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



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✔ 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



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✓ 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.

There are several risks to improving the level of clinical integration throughout the network:

Information Technology - Improving clinical integration relies on the successful implementation of interoperable EHR by partners of the PPS. Not only does the EHR come with a cost but the interfaces are expensive to implement. This high cost creates a risk that not all partners in the PPS will be able to achieve the required level of interoperability. To mitigate this risk the PPS applied for capital funding through the CFRP process and received it to cover the costs of the interfaces required to achieve the IT interoperability, and has plans to support volume based purchasing of EHR throughout the PPS to reduce the high purchase cost of the PPS providers. The PPS will also engage in early partner education and change management, as well as consider deploying centralized technical assistance, hands-on support and meaningful financial incentives for incremental change and planning engagement.

PPS Organization Engagement - The introduction of additional protocols and outcome data introduces complexity to an already complex industry and may serve to disengage providers from the DSRIP projects. To mitigate this risk FLPPS will work with project teams, regional leadership, and oversight committees to ensure that new protocols/information is able to be worked into existing workflows as seamlessly as possible. Further a provider engagement team will serve to meter the satisfaction of PPS providers and ensure that partners remain engaged over the full 5 years.

✓ 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.)

There are several interdependencies with other work streams, including IT Systems, Workforce, and Provider Engagement.

IT Systems - The clinical integration strategy will rely on input from the IT committee that includes the data sharing and interoperable systems roadmap document.

Workforce - Clinical integration relies on the workforce strategy to train/retrain staff on care coordination, transition, and communication tools developed by the PPS.

Clinical Quality Sub-committees (Project Teams) - Clinical integration processes and tools to support care transitions and coordination will be initially informed by the CQsC's for specific modalities of care. These will be collected, reviewed and adopted across the PPS to achieve full clinical integration, which will be collected and reviewed by the clinical quality committee and adopted across the PPS.



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Finance - The clinical integration strategy will rely on input from the Finance oversight committee that includes the value based payment plan document.

Provider/practitioner Engagement - Clinical integration relies on workflows to implement clinical protocols and utilize IT tools. To this end the Clinical Integration Strategy will need to be informed by the FLPPS provider relations team to determine how best to communicate throughout the PPS and ensure provider engagement.

Cultural competency/health literacy - The PPS' ability to be perceived as trustworthy in the community will be important to the success. The Integration Strategy will consider approaching various populations of providers differently based on the populations they serve and the needs of those patient populations.

Population Health - The Clinical Integration of the PPS will require a close partnership with the Population Health work stream to ensure alignment of evidence based protocols and understanding of the population health management roadmap.



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✔ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
FLPPS 2.a.i IDS Project Manager	Janet King, FLPPS	Managing Completion of Clinical Integration Needs Assessment and Clinical Integration within established timeline
FLPPS IT Director	Jose Rosario, FLPPS	Operationalizing vision of central PPS IT services; facilitating interoperability among partner providers
Medical Director (or equivalent)	Dr. Sahar Elezabi	Managing Clinical processes within the projects as well as ensuring Clinical Integration within the IDS. In addition, she will monitor clinical outcomes within the PPS and report up to the Clinical Quality Committee.
Project Managers, multiple	See FLPPS.org for current staff and project assignments	Identify & communicate clinical integration elements and concerns from work with Project Teams and PPS Partners
FLPPS Clinical Quality Committee	See FLPPS.org for current committee membership	Attend regular meetings; understand all projects including IDS vision; review and approve clinical integration needs assessment and strategy as outlined in Clinical Integration implementation plan, help ensure clinical integration occurs across the PPS



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✔ IPQR Module 9.6 - 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
Internal Stakeholders		
Attested Providers et. Al	Network provider organizations that include all provider types within the PPS.	Inform Clinical Integration strategy; Train and implement care transition/coordination processes and tools; complete organizational assessments as needed; implement projects and work towards achieving clinical integration with other PPS partners
Provider Engagement Team	This team will continue to engage providers and serve as another channel to send and receive information. Maintaining an engaged network will support the PPS goal of clinical integration	Maintaining provider engagement through training and implementation
Naturally Occurring Care Network Committees	Made up of local providers who already have established relationships with providers in the community, these regional committees will support the PPS goal of clinical integration.	Inform protocols, processes and tools, as well as support training throughout region
External Stakeholders		
NYS DOH	DSRIP oversight	Provide guidance to FLPPS as needed regarding clinical integration
Medicaid Managed Care Organizations	Payers	Participate as necessary to develop incentive structure to promote clinical integration
Accountable Care Organizations	Supporting Organization	Inform clinical integration strategy
RHIOs	Supporting Organization	Partnering with FLPPS to develop infrastructure as needed to support goals of DSRIP



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✓ 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.

The development of shared IT infrastructure will allow FLPPS' goal of facilitating the exchange of pertinent patient information across the PPS network, for authorized purposes, to improve the quality, coordination and efficiency of patient care. This will be accomplished through several facets of IT including the adoption and implementation of EHR by clinical partners, actively sharing information with and accessing information from the RHIOs to form a single longitudinal record of the patient within a central FLPPS data warehouse. Additionally the use of Direct messaging will facilitate secure and timely communication between providers throughout the PPS. Finally, the PPS plans on having the ability to normalize data via PPS normalization tools that will allow the incorporation of non-clinical and manually tracked data as appropriate. To further drive clinical integration, providers will be able to access real-time performance via a provider portal dashboard that displays an organization's scores with benchmarks.

✓ IPQR Module 9.8 - Progress Reporting

Instructions :

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

Successful clinical integration will be measured primarily via patient outcomes and utilization metrics as identified within the Attachment J and project specific Domain 1 metrics. Within the system transformation and clinical improvement metrics will be key areas such as patient satisfaction and patient reported availability of care, potentially avoidable services, implementation of care coordination and transitional care programs. Progress of the Domain 1 requirements of the Integrated Delivery System (IDS) project will be monitored and serve as an indicator for the progress of other projects as the IDS serves to tie all other projects together and complete the clinical integration of the PPS network. This will include tracking the progress of PCMH implementation, interoperable EHR adoption and development/adoption of PPS wide protocols.

IPQR Module 9.9 - IA Monitoring:

Instructions :



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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.

In August of 2016, the Project Management Office and Partner Relations Team merged to form the Operations Team. The Operations Team meets weekly to review project status, including: project risk, accomplishments and best practice strategies. In addition, the Operations Team has incorporated a provider readiness tool to assess project health. FLPPS is moving from a central project team structure to a regional approach, supported by the Naturally Occurring Care Networks (NOCN) structure already in place. NOCN planning days provided supplemental input for Project Team planning. Consistent templates were developed to capture risks and mitigation strategies with feedback from the partners. Reviews by the Clinical, Finance, Workforce, Cultural Competency and Health Literacy (CC/HL), and IT committees provided input for successful development of these projects. The Director of Operations holds weekly meetings with the operations and FLPPS internal operations staff to coordinate work between projects as well as specific sessions to do cross-walks of risks, mitigation strategies, etc. This enables an ongoing integration between projects, including: commonalities, health home integration, PCHMH support, patient engagement and PAM outreach opportunities.

FLPPS developed protocols via Clinical Quality Subcommittee reviewed and approved. These protocols contain high-level processes per New York State Domain One requirements, patient engagement definition and provider impact. This analysis provided the basis for a deeper understanding of project interdependencies and better project implementation strategies.

FLPPS launched a partner portal, in fall 2016, for our network of partners that displays: patient engagement reporting, Measurement Year (MY) data and clinical outcome data (for large-volume partners). The partner portal serves to centralize reporting functions and disseminate information quickly and uniformly. Looking to the future, this tool will be used for future reporting needs and communicate progress with the partnership.

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

Instructions :

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.

As stated in Module 10.1, FLPPS reorganized staffing to facilitate the interdependencies between complementary projects with the creation of the Operations Team. This group meets weekly to facilitate cross-project communication. The Project Managers (PMs) actively support the development of an Integrated Delivery System (IDS) by performing cross-walks and collaborating with Regional Managers (RMs) to engage and communicate with partners and providers. FLPPS' Executive Steering Committee combines representation from the NOCNs, Finance Committee,



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IT Committee, Clinical Committee, Workforce Committee, Housing Committee, Transportation Committee and Cultural Competency and Health Literacy (CC/HL) Committee to discuss interdependencies across the PPS between Work Streams. The Clinical Committee also has a sub-committee focused on Behavioral Health, which is a key focus across several projects. The Senior IT Director uses these resources to develop an IT infrastructure that supports an IDS inclusive of Population Health data collection and analysis. As work plans have matured and new staff have joined, our governance and team structure has supported improved understanding and effective risk mitigation for project interdependencies.

For the remainder of DY2, the Operations Team will be targeting milestones that are due in DY3 and emphasize our clinical outcome strategy. FLPPS and our partners are currently completing an analysis to align these milestones to clinical outcomes. A gap analysis will serve as the foundation for a targeted outreach plan to support provider milestone attainment. In tandem, the Clinical Team is initiating a Population Health Workgroup (PHWG) and Care Management Workgroup (CMWG) to make recommendations on interventions to support clinical outcomes. These recommendations will be integrated into project workflow, protocols and implementation.



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✅ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Project Manager 2.a.i	Collene Burns, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 2.b.iii	Heather Garbino, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 2.b.iv	Teresa Bales, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 2.b.vi	Teresa Bales, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 3.a.i	Doug Hurlbut, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 3.a.ii	Doug Hurlbut FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 3.a.v	Nathan Franus, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project.



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 3.f.i	Darlene Walker, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 4.a.iii	Nathan Franus, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 4.b.ii	Collene Burns, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Manager 2.d.i	Josh Jinks, FLPPS	Responsibilities: Lead Clinical quality subcommittee for the project. Drive development of implementation plans, protocol development and provider readiness assessments. Manage and elevate risk and mitigation strategies. Provide input to contracting to align payment with DSRIP work.
Project Management Leadership	Peter Bauman, FLPPS	Review and manage project implementation plans for consistency and coordination.
FLPPS Leadership	Peter Bauman, FLPPS	Oversee project implementation plans for achieving overarching goals of DSRIP, review for consistency and coordination. Ensure provider engagement aligns with project implementation and contracting supports initiatives.
FLPPS Medical Director	Dr. Sahar Elezabi, FLPPS	Oversee project implementation plans for achieving overarching goals of DSRIP, review for quality and clinical outcomes.
FLPPS Executive Director	Carol Tegas, FLPPS	Oversee achievement, implementation, and engagement with partners and other key stakeholders as leader of PPS



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✓ 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.

Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
Internal Stakeholders		
Patients	Customer	Responsibilities: Receive services and engage in care
FLPPS PM leadership	Review/ Oversight	Responsibilities: Review Project implementation plans and speed and scale, including co-ordination between projects. Further develop strategies that lead to an IDS.
FLPPS operational committees; Finance, IT, Cultural Competency and Workforce	Oversight & coordination of PPS activities	Responsibilities: Provide information into project implementation and ensure coordination across projects
FLPPS Board of Directors	Governance	Responsibilities: Oversight
FQHC's	Partner	Responsibilities: Input into project plans
County Mental Health Depts.	Partner	Responsibilities: Input into project plans
County Public Health Depts.	Partner	Responsibilities: Input into project plans
Transportation Providers	Work stream support	Transportation solutions to facilitate projects
UR Medicine	One of the largest health systems in the FLPPS region and a corporate sponsor of FLPPS	Provide key members to the project teams and operational committees for input into project plans
Rochester Regional Health System	One of the largest health systems in the FLPPS region and a corporate sponsor of FLPPS	Provide key members to the project teams and operational committees for input into project plans
PPS Partners	Operational committees members, NOCN representation and project team members	Provide key members to the project teams and operational committees for input into project plans
NOCN workgroups	Governance/Reviewer/Input	Review Project plans and give input to participating providers to ensure coordination at a regional level
External Stakeholders		
NYSDOH	Oversight of DSRIP program	Regulations of DSRIP Program, reporting requirements, clarity on project requirements
Neighboring PPSs	Collaboration	Share updates on PPS implementation, best practices, etc.



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✅ 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.

As FLPPS implements the 11 projects across 13 counties, the IT infrastructure plays a vital role in increasing preventative care across the patient's lifespan; Project 3fi (maternal and child health), 3ai (integration of BH into Primary care) and 3av (SNF). FLPPS IT strategy has 3 core pillars: Care management and coordination, Patient engagement and Population health analytics.

Care management and coordination teams rely on predictive analytics and intelligence incorporated directly into their workflow to ensure the highest levels of efficiency and effectiveness, including patient reminders, proactive alerting for gaps in care, disease deterioration and preventable readmissions. This functionality must overlay and effectively interoperate with a provider's EHR. Patient engagement will be facilitated with tools to actively engage patients in their wellness and illness management to reduce avoidable hospitalization. Analytics will be the backbone to population health and value based care delivery enablement.

The core analytic and technical capabilities of the IT infrastructure that will improve the effectiveness of the 11 projects are 1) Receiving and Exchanging structured clinical data into a patient's record through effective use of the RHIO, 2) Closed loop patient referral to increase the effectiveness of the Patient Centered Medical Home and facilitate CBO programs such as CHW for maternal child health, 3) Readmission tracking to support project 3aiv----30 day tracking, 4) Notification receipt for due or overdue tests and appointments, 4) Creation, sharing and maintenance of Care Plans, 5) Enterprise data warehouse to aggregate information for providers to understand the complete health picture of the patient as a certified level 3 PCMH. 6) Advanced analytics and performance dashboards to measure performance scores and analyze clinical outcomes to help enhance quality, cost and efficiency of care delivered at both an individual and population level.

The Clinical Quality Committee will review the dashboards to monitor the effectiveness of the projects and their clinical outcomes throughout the 13 county region as well as identify new DSRIP transformational work that might be required due to gaps identified as a result of monitoring of the dashboards.

✅ 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.

The FLPPS Clinical Quality project sub-committees will be responsible for performance monitoring of the 11 projects, reporting up to the Clinical Quality Committee. The senior medical director will facilitate this via performance dashboards that will be developed. These will include the implementation of the domain 1 metrics for 9 of the 11 projects (excluding 4aiii and 4bii) as well as the domain 2 (system transformation) and domain 3 (clinical outcomes). The FLPPS team did a crosswalk of the 11 projects and their associated domain 2 and 3 metrics to inform the clinical committee of the anticipated transformational work that will need to be accomplished to achieve the metrics. Opportunities were identified



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from other project work (FLPPS projects as well as community resources) to drive these outcomes. Potential gaps are being identified that might require additional project work. The Clinical quality committee will monitor the quality outcomes across the 13 county region to inform the Executive Steering Committee as well as report these outcomes to the Board of Directors. This quality performance system will be the backbone of FLPPS to drive our quality culture. The 5 NOCN's (regions) within FLPPS will be a part of this quality performance reporting system and culture as the IDS is developed throughout the FLPPS region. Contracting with providers has begun, focused mostly on engagement. Phase 2 (DY2) contracting will be based on work accomplished in the projects, thereby supporting a quality performance culture.



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✅ 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.

To ensure that the FLPPS network has adequate and appropriate representation of CBOs to support the goals of DSRIP throughout the projects, FLPPS will evaluate the services provided by each CBO attested to the PPS. FLPPS will actively recruit CBOs to fill any gaps discovered during the evaluation process. In DY1 FLPPS contracted with CBO's, both safety net and non-safety net. In DY2, CBOs providing services that support the objective of the projects will have the potential for contracting with FLPPS directly or through an RFP process or by subcontracting with other partners in the FLPPS network. FLPPS will establish a directory of partners that list the services provided to promote subcontracting relationships. To drive community involvement in the DSRIP projects FLPPS established a CBO Workgroup that is comprised of CBO leaders in the FLPPS network and FLPPS staff. The CBO Workgroup is tasked with developing strategies that promote CBO engagement within the PPS and FLPPS/DSRIP community involvement. FLPPS will also highlight CBOs and other partners and their services via the FLPPS weekly newsletter and FLPPS website. The newsletter and website editorials will feature partnerships between CBOs and healthcare organizations and demonstrate how these partnerships support the DSRIP project objectives and how the services provided support the community and the DSRIP target population. FLPPS staff will also visit CBOs and other partner sites to learn more about the services offered and the population served. This community engagement activity will allow FLPPS staff to develop additional strategies around community involvement and patient engagement as well as enhance the cultural competency skills of the FLPPS staff. Risks associated with CBO engagement are related to contracting; establishing terms and payment that are agreeable to both the CBOs and FLPPS, as well as the 5% limitation on funds to non-safety net providers. Other risks; ensuring that attested CBOs and the services offered are appropriate for the projects and maintaining effective communication between CBOs, the FLPPS staff and other partners in the FLPPS network that reiterate the importance of CBOs to the success of DSRIP.

IPQR Module 10.8 - IA Monitoring

Instructions :



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Section 11 – Workforce

IPQR Module 11.1 - Workforce Strategy Spending (Baseline)

Instructions :

Please include details on expected workforce spending on a semi-annual basis. Funds may be shifted from one funding type category to another within the workforce strategy spending table, as long as the PPS adheres to their overall spend commitments. However, the PPS may apply a 25% discount factor to the DY1 Workforce Strategy Spend target. If the PPS applies this discount in DY1, the PPS will be expected to reallocate those funds appropriately in DY2-4 to fully meet their DY1-4 total commitment.

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	610,215.00	610,215.00	1,265,681.00	1,265,681.00	1,301,418.00	1,301,418.00	1,339,630.00	1,339,630.00	1,233,056.00	1,233,055.00	11,499,999.00
Redeployment	219,677.00	219,677.00	455,646.00	455,646.00	468,511.00	468,510.00	482,267.00	482,267.00	443,900.00	443,900.00	4,140,001.00
New Hires	221,452.00	221,452.00	560,013.00	560,013.00	668,590.00	668,590.00	684,011.00	684,011.00	495,934.00	495,934.00	5,260,000.00
Other	131,586.00	131,586.00	346,898.00	346,898.00	361,192.00	361,192.00	367,102.00	367,102.00	343,222.00	343,222.00	3,100,000.00
Total Expenditures	1,182,930.00	1,182,930.00	2,628,238.00	2,628,238.00	2,799,711.00	2,799,710.00	2,873,010.00	2,873,010.00	2,516,112.00	2,516,111.00	24,000,000.00

Current File Uploads

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

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Pass & Complete	



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✓ 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. 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
Milestone #1 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	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Confirm FLPPS Workforce Operations Workgroup composition and consider if there are any gaps in representation	Completed	Confirm FLPPS Workforce Operations Workgroup composition and consider if there are any gaps in representation	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task Develop an assessment for FLPPS project team evaluation of their projects' needs and goals as it aligns with projected speed and scale goals	Completed	Develop an assessment for FLPPS project team evaluation of their projects' needs and goals as it aligns with projected speed and scale goals	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Develop an assessment tool to identify partner organization-specific Workforce goals related to DSRIP project implementation (on a project-by-project basis), including required professional/degree types, positions and competencies	Completed	Develop an assessment tool to identify partner organization-specific Workforce goals related to DSRIP project implementation (on a project-by-project basis), including required professional/degree types, positions and competencies	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Develop an assessment tool to measure staffing needs for each partner organization according to their committed projects to achieve goal	Completed	Develop an assessment tool to measure staffing needs for each partner organization according to their committed projects to achieve goal	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Collect and analyze workforce data from PPS partners based on their committed projects and implementation timelines and communicate analysis back to partners	In Progress	Collect and analyze workforce data from PPS partners based on their committed projects and implementation timelines and communicate analysis back to partners	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	
Task Incorporate analysis into the Workforce Transition Roadmap	Completed	Incorporate analysis into the Workforce Transition Roadmap	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Milestone #2 Create a workforce transition roadmap for achieving defined target workforce state.	In Progress	Completed workforce transition roadmap, signed off by PPS workforce governance body.	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Create decision-making model for input into Workforce Transition Roadmap	Completed	Create decision-making model for input into Workforce Transition Roadmap	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Identify provider types required to accomplish each project requirement for all projects	Completed	Identify provider types required to accomplish each project requirement for all projects	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Develop an assessment tool to measure current staffing levels for each partner organization according to their committed projects	Completed	Develop an assessment tool to measure current staffing levels for each partner organization according to their committed projects	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task Map Workforce resource needs against Workforce resources available in partner organizations in conjunction with participating partners	Completed	Map Workforce resource needs against Workforce resources available in partner organizations in conjunction with participating partners	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Group Workforce resource needs into similar activities (redeployed, retraining, new hires) and consolidate data	Completed	Group Workforce resource needs into similar activities (redeployed, retraining, new hires) and consolidate data	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Use consolidated data to assess PPS readiness/ability and create overall Workforce Transition Roadmap	Completed	Use consolidated data to assess PPS readiness/ability and create overall Workforce Transition Roadmap	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Review and agree on consolidated Workforce Transition Roadmap with project managers and Workforce Operations Workgroup	In Progress	Review and agree on consolidated Workforce Transition Roadmap with project managers and Workforce Operations Workgroup	04/01/2016	03/31/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Milestone #3 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.	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1	NO
Task Review target workforce state; may create tool for project implementation teams to complete to measure the impact of each project on the	Completed	Review target workforce state; may create tool for project implementation teams to complete to measure the impact of each project on the	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	



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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 work stream and the timing of these impacts on the PPS workforce in relation to scale and speed commitments.		speed commitments.							
Task Conduct a current state assessment using data from current staffing level assessment that also includes identification of positions that are candidates for retraining/redeployment and existing shortage areas that are candidates for new hires	Completed	Conduct a current state assessment using data from current staffing level assessment that also includes identification of positions that are candidates for retraining/redeployment and existing shortage areas that are candidates for new hires	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Consolidate data and evaluate current state of Workforce against Target Workforce State analysis	Completed	Consolidate data and evaluate current state of Workforce against Target Workforce State analysis	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Group gap analysis into similar activities (redeploys, retraining, new hires)	Completed	Group gap analysis into similar activities (redeploys, retraining, new hires)	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Develop timeline with associated activities for transition from current state to Target Workforce State	In Progress	Develop timeline with associated activities for transition from current state to Target Workforce State	07/01/2016	03/31/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1	
Task Based on gap analysis, update Strategy Spending module	Completed	Based on gap analysis, update Strategy Spending module	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Milestone #4 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.	Completed	Compensation and benefit analysis report, signed off by PPS workforce governance body.	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1	YES
Task Using guidance from NYS DOH-defined standard data elements, design Compensation & Benefits survey tool that captures a point-in-time overview of PPS compensation and benefits by DSRIP facility type and DSRIP job title	Completed	Using guidance from NYS DOH-defined standard data elements, design Compensation & Benefits survey tool that captures a point-in-time overview of PPS compensation and benefits by DSRIP facility type and DSRIP job title	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Gain FLPPS Board approval for Compensation &	Completed	Gain FLPPS Board approval for Compensation & Benefits survey tool	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Benefits survey tool									
Task Survey PPS partnership using Compensation & Benefits survey tool	Completed	Survey PPS partnership using Compensation & Benefits survey tool	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Run data assessment and analysis of collected information and consolidate data for review and report	Completed	Run data assessment and analysis of collected information and consolidate data for review and report	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Gain FLPPS Board Approval on final Compensation & Benefits report	Completed	Gain FLPPS Board Approval on final Compensation & Benefits report	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Milestone #5 Develop training strategy.	Completed	Finalized training strategy, signed off by PPS workforce governance body.	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3	NO
Task Use Workforce Transition Roadmap, gap analysis, and Compensation & Benefits report - and associated data collected for the Workforce Transition Roadmap, gap analysis, and Compensation & Benefits report - to identify and prioritize training needs by project, DSRIP facility type, and DSRIP job title	Completed	Use Workforce Transition Roadmap, gap analysis, and Compensation & Benefits report - and associated data collected for the Workforce Transition Roadmap, gap analysis, and Compensation & Benefits report - to identify and prioritize training needs by project, DSRIP facility type, and DSRIP job title	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Identify and leverage existing training programs; their availability, budget/costs, and their ability to mend the training required to meet the needs of DSRIP projects	Completed	Identify and leverage existing training programs; their availability, budget/costs, and their ability to mend the training required to meet the needs of DSRIP projects	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Evaluate existing training programs for efficacy to determine need for refinement of training offerings	Completed	Evaluate existing training programs for efficacy to determine need for refinement of training offerings	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Identify new training programs that will need to be created to fill training gaps	Completed	Identify new training programs that will need to be created to fill training gaps	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Incorporate training strategies of other PPS work streams (such as Cultural Competency & Health Literacy) into training strategy	Completed	Incorporate training strategies of other PPS work streams (such as Cultural Competency & Health Literacy) into training strategy	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task	Completed	Finalize training plan	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3	



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
Finalize training plan									

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
Define target workforce state (in line with DSRIP program's goals).	oswaldos	Baseline or Performance Documentation	9_DY2Q4_WF_MDL112_PRES1_BASE_DY2Q4_S11_M1_Supporting_Document_170425_12092.pdf	DY2Q4 S11 M1 Supporting Document 170425.pdf	04/25/2017 11:34 AM
Create a workforce transition roadmap for achieving defined target workforce state.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_WF_MDL112_PRES2_BASE_DY2Q4_S11_M2_Supporting_Document_170425_12090.pdf	DY2Q4 S11 M2 Supporting Document 170425.pdf	04/25/2017 11:31 AM
Perform detailed gap analysis between current state assessment of workforce and projected future state.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_WF_MDL112_PRES3_BASE_DY2Q4_S11_M3_Supporting_Document_170425_12088.pdf	DY2Q4 S11 M3 Supporting Document 170425.pdf	04/25/2017 11:28 AM
Develop training strategy.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_WF_MDL112_PRES5_BASE_DY2Q4_S11_M5_Supporting_Document_-_Ongoing_170425_12117.pdf	DY2Q4 S11 M5 Supporting Document - Ongoing 170425.pdf	04/25/2017 12:07 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Define target workforce state (in line with DSRIP program's goals).	DY2Q4 S11 Milestone 1 Narrative: Per DOH explanation of Prescribed Milestones published December 2015, DY2Q1 is a suggested date and not an actual due date. Due to a large volume of documents for other reporting requirements, the workforce governing body (Workforce Operations Workgroup) will review and approve in DY3Q1. The Milestone End date is now 6/30/17.
Create a workforce transition roadmap for achieving defined target workforce state.	DY2Q4 S11 Milestone 2 Narrative: Per DOH explanation of Prescribed Milestones published December 2015, DY2Q1 is a suggested date and not an actual due date. Due to a large volume of documents for other reporting requirements, the workforce governing body (Workforce Operations Workgroup) will review and approve in DY3Q1. The Milestone End date is now 6/30/17.



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Perform detailed gap analysis between current state assessment of workforce and projected future state.	DY2Q4 S11 Milestone 3 Narrative: Per DOH explanation of Prescribed Milestones published December 2015, DY2Q1 is a suggested date and not an actual due date. Due to a large volume of documents for other reporting requirements, the workforce governing body (Workforce Operations Workgroup) will review and approve in DY3Q1. The Milestone End date is now 6/30/17.
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.	DY2Q4 S11 Milestone 4 Narrative: Per the DOH Presentation dated 12/11/15, no update is required this quarter. Updates are only to occur DY3Q4 and DY5Q4.
Develop training strategy.	DY2Q4 S11 Milestone 5 Narrative: Uploaded the following document to substantiate ongoing quarterly report updates: DY2Q4 S11 M5 Supporting Document - Ongoing 170425.pdf

Milestone Review Status

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



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✔ 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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No Records Found

PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
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No Records Found



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✓ 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.

Risk: Achieving Workforce expansion goals will be a challenge, particularly for professional positions such as primary care physicians.
Mitigation Strategy: Multiple recruitment strategies developed with FLPPS partnership to meet hiring needs. Financial incentives will be used to recruit new primary care physicians into the FLPPS region along with training of additional advanced practice providers: nurse practitioners, physician assistants, and certified nurse midwives. Expanding PCMH-which includes team-based care- also ensures as many providers as possible are practicing at the top of license.

Risk: Ability to hire needed providers and staff could potentially impact all FLPPS DSRIP projects, but those related to behavioral health are especially at risk. Successful integration of primary and behavioral health care will require the addition of behavioral health positions that are historically difficult to fill, including psychiatrists.
Mitigation Strategy: Strategies to address behavioral health hiring needs to include: recruiting and training psychiatric-mental health nurse practitioners, training advanced practice providers-including nurse practitioners-to specialize in behavioral health through post-Masters certificates or other certificate programs along with the training, utilization, and position expansion of LCSWs and other Masters-prepared MH counselors. Telepsychiatry will be expanded to maximize resources by reducing travel time, especially in rural regions (waiver may be needed).

Risk: Recruitment and new staffing: hiring of providers/staff members from one FLPPS partner organization by another partner organization. While this is not inherently problematic for any individual organization depending on staffing needs at the time, it does not advance the DSRIP goal of expanding workforce capacity to meet the needs of DSRIP projects, nor address the significant number of new hires needed across many staffing categories.
Mitigation Strategy: FLPPS will maintain a centralized job board and encourage partner organizations to search the board when looking to fill available positions. Regional recruitment strategies will draw new providers and staff to the area and increase the overall prospective workforce pool.

Risk: Unanticipated needs for additional staff or major retraining or redeployment represent a challenge to the success of the FLPPS Workforce Strategy. Unanticipated needs could affect and present a risk to the workforce budget.
Mitigation Strategy: Conduct comprehensive current/future state and gap analyses to reduce the risk of unanticipated needs from the end of DY1 until the end of the DSRIP demonstration period.

Risk: Insufficient/ineffective front line worker engagement. The transformational goals of retraining or redeploying a significant percentage of the regional workforce risk meeting with resistance that could threaten the success of DSRIP projects.
Mitigation Strategy: Developing standardized messaging about the purpose of DSRIP, tailoring messages about the relevance of DSRIP to different job types, engaging front line staff in the roll out of FLPPS projects to enhance buy-in, providing regular updates so staff can understand and feel like participants in a progressive process, and inviting front line staff to participate in best-practice sharing and learning collaboratives. An effective Cultural Competency strategy will address recruiting and training to improve staff's ability to relate to our patient's needs.



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Risk: Assuring sufficient IT infrastructure in all partner organizations to enable partners to provide timely and accurate reporting through the system wide provider portal, interface with the FLPPS central job board, and access centralized training, informational materials, and best-practice sharing.

Mitigation Strategy: FLPPS partnership-wide IT infrastructure and support plan.

✅ 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.)

Financial Sustainability: The sustainability of financially fragile partner organizations will have a profound impact on those organizations' workforces, which may have a ripple effect throughout the FLPPS Workforce Strategy work stream. The interdependency of FLPPS partner organizations means that contraction of one partner organization's workforce may affect another by making available existing, trained staff, while also driving the financially fragile organization to retrain or redeploy existing staff where possible. Parallel to the movement of staff within FLPPS, the expansion of the workforce overall to meet DSRIP project needs has significant interdependency with the financial sustainability of the network and the ability to retain an expanded workforce in the future.

Cultural Competency and Health Literacy: Cultural competency requires significant training of the FLPPS workforce. As existing staff are retrained and redeployed, and new staff are hired, they will need to be trained on the cultural competency and health literacy considerations of their new or reformulated roles, utilizing the training standards and concepts developed through the cultural competency and health literacy work stream.

IT Systems and Processes: The ability of partner organizations to report workforce-related data to the FLPPS is highly dependent on the successful development and roll out of FLPPS central IT services, including a system wide platform for data reporting.

Performance Reporting: The Workforce Strategy work stream includes performance measures related to the hiring of new staff and retraining and redeployment of existing staff. As such, workforce is highly interdependent with the Performance Reporting work stream. In conjunction with the IT Systems and Processes work stream, there is a need to develop a system wide platform that partner organizations can use to report workforce data based on uniform standards and definitions to allow the FLPPS to provide accurate quarterly performance reports.

Practitioner Engagement: Messaging that keeps staff at all levels informed and engaged is key to the success of DSRIP. The Workforce Strategy work stream is primarily focused on engagement with front line staff, but there is a need for consistent messaging across partner organizations and across staffing levels within each organization. This underscores the critical interdependency of the Workforce Strategy and Practitioner Engagement work streams.

Population Health Management: Workforce Strategy and Population Health Management are interdependent in multiple areas. Achieving PCMH 2014 Level 3 recognition requires an analysis of existing staffing levels needed to provide effective team-based care. The bed reduction strategy outlined in the Population Health Management work stream may have major implications for the retraining and deployment of staff in organizations that reduce or re-purpose existing inpatient beds as FLPPS shifts health care provision from the inpatient to the outpatient setting.



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Clinical Integration: The improved care management and care transitions that are key to the success of the Clinical Integration work stream are also critical parts of the Workforce Strategy. Case managers are the subset of the PPS workforce projected as the largest number of new hires needed across FLPPS during the five program years in the initial assessment conducted for the project plan application and will play a central role in the implementation of the Clinical Integration and Workforce Strategy work streams.



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✓ 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.

Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Workforce Operations Workgroup Co-Chair	Dr. Daniel Ornt / Rochester Institute of Technology	Responsibilities: maintain high-level Workforce strategy; lead regular Workforce Operational Workgroup Meetings; inform final decision on vendors
Workforce Operations Workgroup Co-Chair	Kathy Rideout / University of Rochester School of Nursing	Responsibilities: maintain high-level Workforce strategy; lead regular Workforce Operational Workgroup Meetings; inform final decision on vendors
Primary Care Subgroup Lead	Dr. Thomas Campbell / University of Rochester Medical Center	Responsibilities: lead subgroup to develop and implement workforce strategy for primary care in FLPPS region
Behavioral Health Subgroup Lead	George Rotes / Yates County	Responsibilities: lead subgroup to develop and implement workforce strategy for behavioral health in FLPPS region
Care Management Subgroup Co-Lead	Daryl Sharp / Accountable Heath Partners	Responsibilities: lead subgroup to develop and implement workforce strategy for care management in FLPPS region
Care Management Subgroup Co-Lead	Jim Kennedy / Catholic Charities	Responsibilities: lead subgroup to develop and implement workforce strategy for care management in FLPPS region
Data and Reporting Subgroup Co-Lead	Jim Kennedy / Catholic Charities	Responsibilities: lead subgroup to develop and implement structure for workforce - related data collection and reporting strategy
Workforce Vendor	Deloitte	Responsibilities: consult on and create processes for NYS required milestones as well as consult on FLPPS region strategy for primary care, behavioral health, and care management
FLPPS Workforce Project Manager	Tracy Boff / FLPPS	Responsibilities: lead the Workforce work stream for FLPPS, including work group and subgroup meeting scheduling and facilitation; manage overall implementation for Workforce Operations Workgroup and Subgroup strategies; vet RFAs for vendor selection



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✔ IPQR Module 11.7 - Key Stakeholders

Instructions :

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

Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
Internal Stakeholders		
FLPPS Leadership Team	Review	Responsibilities: review FLPPS Workforce Strategy implementation plans and centralize workforce services, including training and informational materials
FLPPS Operational Committees and Work groups	Review	Responsibilities: review material that addresses inter-dependencies between FLPPS Workforce Strategies and given committee/work group's work stream and focus areas
NOCN workgroups	Review	Responsibilities: provide geographically - specific input on FLPPS Workforce Strategies material, including training and informational materials
External Stakeholders		
Labor Unions	Collaborator	Responsibilities: provide input on mitigating negative effects of DSRIP on current workforce when union-represented employees are affected
NYS DOH	Facilitator	Responsibilities: inform PPS collaboratives and centralized training programs



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✓ 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.

Shared IT infrastructure is integral to the goals of the FLPPS Workforce strategy. FLPPS will employ a centralized reporting on Workforce transformation progress through a provider portal. The use of a system wide tool allows FLPPS to clearly define data fields and ensure that all organizations are using the same metrics, a key factor in assuring accurate quarterly reporting. This capacity is particularly important for the ability to report net workforce changes at the FLPPS network level. Rather than simply receiving and repackaging partner organizations' data, the shared IT infrastructure and tool will allow FLPPS to develop the capacity to identify within-network workforce movement. Shared IT infrastructure also provides a platform for system wide initiatives such as the FLPPS job board to best match organizational needs and regional workforce capacity. A portal will also be used by partner organizations to access FLPPS-wide training and informational materials, including standardized messaging for staff engagement, when appropriate for dissemination in this format. Online trainings can then be tracked through a centralized tool and serve as a mechanism for tracking and documentation of training attendance, progress, and certification. These software tools and shared infrastructure will allow for the development of dissemination of common workforce, cultural competency and health literacy training, and other pertinent modules, assessment tools, and standards for the network around these critical areas of focus.

✓ IPQR Module 11.9 - Progress Reporting

Instructions :

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

All partner organizations will be required to submit regular reports to the FLPPS to document changes in their Workforce Strategy Domain 1 metrics, including new hires, and retraining and redeployment of existing staff. FLPPS will retain baseline data and preceding reports for all partner organizations to facilitate the process of updating workforce data on a regular basis and to enhance the accuracy and consistency of each organization's reporting across quarters. FLPPS will develop a mechanism to account for the net changes across the workforce. The Workgroup will track and report updates on the workforce-related budget as outlined in the Workforce Strategy Domain 1 requirements, including amounts specific to retraining, redeployment, new hires, and other budget considerations. In addition to reporting this data regularly, the progress reporting process will monitor and track progress compared to planned budgeting and projected workforce change via retraining, redeployment, and new hiring. The Workforce Operation Workgroup has designated a subgroup to focus on data management and reporting. This group will work in conjunction with the team driving the IT Systems and Processes work stream to ensure optimization of shared IT infrastructure for Workforce purposes. This subgroup is also responsible for creating clearly defined data fields and writing uniform reporting standards to allow the FLPPS to provide consistent and accurate performance reports.



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✔ IPQR Module 11.10 - Staff Impact

Instructions :

Please upload the Workforce Staffing Impact (Projections) and the Workforce Staffing Impact (Actuals) tables provided for quarterly reporting.

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_WF_MDL1110_BASE_DY2Q4_S11.10_FLPPS_WF_Staffing_Impact_DY2_Actuals_12946.xlsx	DY2Q4 S11.10 FLPPS WF Staffing Impact DY2 Actuals.xlsx	04/26/2017 01:54 PM
oswaldos	Baseline or Performance Documentation	9_DY2Q4_WF_MDL1110_BASE_DY2Q4_S11.10_FLPPS_WF_Staffing_Impact_DY1_Actuals_12943.xlsx	DY2Q4 S11.10 FLPPS WF Staffing Impact DY1 Actuals.xlsx	04/26/2017 01:53 PM

Narrative Text :

DY2Q4 S11 Module 11.10 Staff Impact Narrative:
 Please see the attached files: "DY2Q4 S11.10 FLPPS WF Staffing Impact DY1 Actuals.xlsx" and "DY2Q4 S11.10 FLPPS WF Staffing Impact DY2 Actuals".

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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✔ IPQR Module 11.11 - Workforce Strategy Spending (Quarterly):

Instructions :

Please include details on workforce spending for DY2. The workforce spending actuals should reflect only what was spent during the relevant quarters and is not cumulative across semi-annual periods. The PPS can shift funding across categories; e.g., from Retraining to New Hires. Please note that the "Cumulative Percent of Commitments Expended through Current DSRIP Year (DY2)" section is calculated based on the total yearly commitments.

Benchmarks	
Year	Amount(\$)
Total Cumulative Spending Commitment through Current DSRIP Year(DY2)	7,622,336.00

Funding Type	Workforce Spending Actuals		Cumulative Spending to Date (DY1-DY5)(\$)	Cumulative Percent of Commitments Expended through Current DSRIP Year (DY2)
	DY2(Q1/Q2)(\$)	DY2(Q3/Q4)(\$)		
Retraining	571,662.05	1,891,010.00	3,582,756.05	95.49%
Redeployment	105,314.22	340,830.00	446,144.22	33.03%
New Hires	835,314.40	8,121,206.00	9,229,168.10	590.50%
Other	1,488,254.13	1,941,067.00	5,822,750.56	608.46%
Total Expenditures	3,000,544.80	12,294,113.00	19,080,818.93	250.33%

Current File Uploads

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

For PPS to provide additional context regarding progress and/or updates to IA.



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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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IPQR Module 11.12 - IA Monitoring:

Instructions :



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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.

Financial Mitigation: The PPS will work to understand each provider's current financial viability and identify those providers at highest risk for being unable to survive through the transition period or under a capitated model and develop action plans to support those that are vital to the Medicaid lives in the region. FLPPS will establish centralized services to leverage economies of scale to mitigate risk of insufficient capital funding from NYSDOH, which will more efficiently use the capital the PPS is given without sacrificing value to partner organizations.

R: Workforce: Shortages, skills.

M: The region suffers from PCP and BH provider shortages; these shortages exist throughout the country, making recruitment efforts more difficult. To this end FLPPS has created a dedicated Workforce committee.

R: Transportation: The large geographic region of FLPPS results in large distances between where a patient may live and receive care. This results in patients delaying needed care until it becomes emergent or not following up with treatment plans.

M: To mitigate this FLPPS has created a dedicated Transportation committee as part of the governance structure that is tasked with defining the challenges by county and identifying solutions that can be implemented in those counties, with input and endorsement of regional committees that are also part of the FLPPS governance structure.

R: Patient Culture & behavior.

M: To mitigate the risk that patients will continue to utilize high cost services despite the increase of access and removal of barriers to care, FLPPS will develop and implement a patient outreach campaign that aims to educate patients on care and service offerings. Further, FLPPS will utilize a call center to serve as a resource for patients to learn more about care and services in their given area.

R: PCMH: There is a risk that all PPS Primary Care Providers will not achieve NCQA 2014 PCMH Level 3 Standards by DY3.

M: To mitigate this risk, FLPPS will implement a PCMH support team as part of centralized services, led by a Certified Content Expert. This team will support provider organizations to understand PCMH standards and complete the application documentation required by NCQA. Additionally FLPPS will support the use of physician champions in all practices to serve as a local support for the success of the program.

R: CC & HL: Broad/ varied population.

M: To mitigate the risk of not leveraging Community Based Organizations specific skills and service offerings to the full potential, FLPPS will work with supporting partner organizations to develop asset mapping by services and region to integrate organizations appropriate for the best outcomes.

R: HH Care Management services are varied across HH and Care Management Agencies.

M: FLPPS will work closely with Health Homes in the network to develop internal and external protocols that will strengthen the relationship



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between HH and other organizations in the network. FLPPS will also support the education about HH service offerings to partner organizations who may not otherwise be aware.



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✅ 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.

Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 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.	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS includes continuum of providers in IDS, including medical, behavioral health, post-acute, long-term care, and community-based providers.		Project		In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop partner list based on attested provider list with appropriate information (including but not limited to provider type, safety net/non safety net status, naturally occurring care network identification)		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Develop funds flow workgroup to support contract development and provide guidance in developing equitable funds flow approach for all attested partners in the network		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Develop Phase I contracts for eligible attested safety net partners (including appropriate attachments)		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Execute Phase I contracts with attested safety net partners eligible for Phase I contracting		Project		Completed	08/01/2015	12/31/2015	08/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Develop Phase I contracts for eligible non safety net attested partners		Project		Completed	07/01/2015	02/29/2016	07/01/2015	02/29/2016	03/31/2016	DY1 Q4
Task Execute Phase I contracts with attested non safety net partners eligible for Phase I contracting		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Identify criteria to evaluate provider list and identify gaps.		Project		Completed	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3



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Task Identify providers who could fill identified gaps.		Project		In Progress	02/01/2016	03/31/2018	02/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop Phase II contracting process for all attested partners, which may include subcontracting amongst partners for identified collaboration opportunities		Project		In Progress	02/01/2016	03/31/2018	02/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Execute Phase II contracts with attested partners, which may include subcontracting amongst partners for identified collaboration opportunities.		Project		In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop process for regular evaluation of network for gaps in services for all service providers/ provider types		Project		In Progress	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Outline and vet the process to develop ongoing strategy with payers and social service organizations		Project		In Progress	01/01/2016	03/31/2017	01/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop process for contracts/subcontracts with partners identified, if any, to fill gaps that are not part of original attested partner network.		Project		Not Started	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Establish process for adding or removing partner organizations, as appropriate and allowable per DOH.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone #2 Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.	DY2 Q4	Project	N/A	Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS produces a list of participating HHs and ACOs.		Project		Completed	06/01/2015	09/30/2015	06/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Participating HHs and ACOs demonstrate real service integration which incorporates a population management strategy towards evolving into an IDS.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Regularly scheduled formal meetings are held to develop collaborative care practices and integrated service delivery.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Task 1: Document list of participating ACOs and HHs		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Task 2: Conduct current state assessment of ACO and HH care management and population health (including IT) capabilities.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Assessment to include current capacity, workflows (including referral initiation and discharge), communication protocols between care team providers, and efficacy of each HH Lead										
Task Task 2: Develop communication plan to educate PPS providers about what a Health Home does, how to refer an individual to Health Home services, and how they would participate as a service provider for an individual enrolled in a Health Home (including treatment providers, CBOs, government agencies)		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Task 2: Have a developed plan to build additional capacity in shortage areas, both current and anticipated		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Task 2: Develop protocols for interfacing HH Care Managers with other care coordinators/managers and other care providers. For example, create standard process for interfacing HH CM with PCMH Care Manager.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Task 2: Have a developed plan to expand utilization of Health Home care managers throughout PPS, including providers who previously may not have had access to HH care management services		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Task 2: Develop common standards for Care Management Quality Assurance and Quality Improvement across PPS		Project		On Hold	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Task 2: Create and finalize written agreement of collaboration with HHs and ACOs, as required to achieve goals		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Task 2: Develop strategy for implementing developed protocols and common standards throughout the PPS (tied to Requirement 3 protocols/training)		Project		On Hold	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Task 3: Assemble HH and ACO workgroups with representation from Health Homes (including but not limited to HHUNY and GRHHN), ACOs (including GRIPA and AHP), and FLPPS to meet regularly, tasked with the requirements to achieve HH and ACO service integration and carry out subsequent steps		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Task 3: Organize learning collaborative events throughout each year to share best practices and success stories among partner		Project		On Hold	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
organizations, pending further guidance or instruction from NYS DOH										
Milestone #3 Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Clinically Interoperable System is in place for all participating providers.		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task PPS has protocols in place for care coordination and has identified process flow changes required to successfully implement IDS.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has process for tracking care outside of hospitals to ensure that all critical follow-up services and appointment reminders are followed.		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS trains staff on IDS protocols and processes.		Project		Completed	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Task 1: Define provider types and create standard definitions of roles, including direct care providers, community health workers, and various levels of care managers		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Task 1: Ensure Community Based Organizations are represented on Clinical Committee and appropriate project teams to support goals of DSRIP and ensure project strategies/implementation align with these organizations		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Task 1: Create process flow diagrams of ideal IDS processes, including transition of care between providers including behavioral health care		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Task 2: Identify projects that require the development of protocols and identify which provider types will be impacted by protocols		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Task 2: Identify projects that will include process/protocols for tracking patient care outside of hospital (i.e. 2.b.iv - Care Transitions)		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Task 2: Collaborate with project teams to develop protocol		Project		Completed	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2



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completion schedule										
Task Task 2: Develop PPS wide standard for clinical protocol elements and structure (e.g. background information, reference literature, objectives, clinical protocol variations based on provider type/geography, data to be documented, follow up procedures, etc.)		Project		Completed	12/01/2015	03/31/2016	12/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Task 2: Analyze protocols and complete gap analysis of coverage across provider types and care transitions		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Task 2: Based on analysis and as part of Clinical Quality Committee duties, determine if additional protocols are needed to achieve IDS		Project		On Hold	12/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Task 2: Develop additional protocols to close gaps of an Integrated Delivery System, ensuring that protocol framework is applicable to clinical/social service providers, allowing for provider and regional specific nuance, as appropriate		Project		On Hold	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Task 2: Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels o Project teams take clinical protocols to home organizations and champion the adoption of the clinical protocol in home organization o Hold PPS wide educational webinars on clinical protocols and timeline for adoption o Leverage PRAs to ensure provider adoption of protocol use		Project		Completed	12/31/2016	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Task 2: Develop PPS wide compliance monitoring processes to ensure providers are using protocols correctly		Project		On Hold	12/31/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Task 2: Develop PPS wide on-going review and revision process for clinical protocols based on clinical and operational data post-adoption		Project		Completed	12/31/2016	03/31/2017	12/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Task 3: In collaboration with identified project team(s), form a workgroup (possibly a subcommittee to IDS project team).		Project		Completed	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Task 3: Identify core components necessary to ensure PPS wide		Project		On Hold	12/31/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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processes to ensure all critical follow up services and appointment reminders are followed										
Task Task 3: Determine IT and clinical requirements to achieve previously identified components.		Project		Completed	02/01/2016	03/31/2017	02/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Task 3: Develop strategy for implementing IT and clinical requirements throughout PPS to appropriate provider types		Project		Completed	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task Task 3: Implement IT and clinical requirements throughout PPS and appropriate provider types		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Identify resource responsible for creating training materials with input from project teams and regional workgroups		Project		Completed	12/01/2015	12/31/2016	12/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Create process to store information of who has completed training process in an auditable location		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task As part of PPS training initiative, develop strategy for PPS staff training that includes core pieces across provider types with flexibility built in for regional and provider type specificity		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Begin to engage partners to complete protocol training		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task PPS documents protocol training throughout PPS.		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Milestone #4 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.	DY3 Q4	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Hospital	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task		Provider	Safety Net Mental Health	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4



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EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Nursing Home	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS uses alerts and secure messaging functionality.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish representative IT committee in accordance with the proposed governance model to support IT needs of PPS and partner organizations		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Define specific data required to be sent and received as part of data sharing.		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify PPS safety net providers who will be required to achieve this goal		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task As part of the Current State IT assessment, catalogue existing IT capabilities that includes RHIO data sharing, use of Direct messaging, and Alerts by Safety Net providers		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Analyze results from Clinical Integration Needs Assessment to prioritize provider organizations to work with RHIOs to achieve requirement deliverables		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task FLPPS - RHIO agreement developed.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Collaborate with RHIO to create joint training materials to use Direct messaging, alerts, and patient record lookup.		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Document completed training for PPS safety net providers on use of direct messaging, alerts, and patient record lookup.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Engage providers to integrate the use direct messaging, alerts, and patient record lookup into practice workflows, as appropriate based on provider type.		Project		In Progress	10/01/2015	09/30/2017	10/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Establish an ongoing process to interactively review Direct and Alert functionality best practices among PPS providers and share with all safety net providers, including continuous review of EHR		Project		In Progress	03/31/2017	06/30/2017	03/31/2017	06/30/2017	06/30/2017	DY3 Q1



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system adherence to defined data exchange standards (such as minimum required exchange datasets)										
Milestone #5 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.	DY3 Q4	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.		Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Define scope of EHR system implementation by DSRIP provider type and confirm assumption with NYS DOH		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Develop action plan to achieve the deliverables of the requirement, which may include vendor selection support and engaging vendors for volume based purchasing for PPS partner organizations. Additionally this action plan would outline the engagement strategy for providers who are at different current states related to readiness and current HIT systems in place.		Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task As part of the IT Current State Assessment, determine current EHR adoption by provider site		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Assist providers in identifying appropriate IT solutions		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Obtain ONC Certified Electronic Health Record Technology product number to validate that providers are using EHR systems that comply with MU and PCMH Level 3 Standards		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone #6 Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	DY3 Q4	Project	N/A	In Progress	07/01/2015	12/31/2017	07/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.		Project		In Progress	07/01/2015	12/31/2017	07/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task		Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1



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Collaborate with project teams (including but not limited to 4.a.iii, 4.b.ii, and 2.d.i) and FLPPS committees (including but not limited to Clinical and Cultural Competency/Health Literacy) to identify high risk/target populations of FLPPS and specify the clinical data required to track this population.										
Task Survey safety net providers for existing HIT capabilities as part of the IT Current State Assessment		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Map assets by county (clinical providers, CBOs, evidence-based programs)		Project		In Progress	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Design relational data model(s) accommodating the needs of resources in community		Project		In Progress	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Configure FLPPS data repository for operations, pending NYS Capital Award		Project		In Progress	07/01/2016	03/31/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Establish connection between FLPPS central data repository and RHIO data repository to facilitate sharing of patient data, including definition, normalization, and validation of incoming data elements for inclusion in a consolidated, relational dataset.		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Collect initial clinical and claims data sets from the RHIOs, early participating programs, NYSDOH, and other partners, as available		Project		In Progress	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Implement IT infrastructure required to support Population Health Management (including reporting)		Project		In Progress	07/01/2016	03/31/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Establish registries of identified high risk / PPS target population patients		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop reports to be used in outcome tracking		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop audit process to ensure report accuracy and validate with IT and Clinical oversight committees		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Identify method to distribute reports to safety net providers and PPS contracted care managers as appropriate		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Milestone #7	DY3 Q4	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4



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Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all eligible participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.										
Task Primary care capacity increases improved access for patients seeking services - particularly in high-need areas.		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task All eligible practices meet 2014 NCQA Level 3 PCMH and/or APCM standards.		Provider	Practitioner - Primary Care Provider (PCP)	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Workforce workgroup (or Workforce workgroup identified person) to have a developed plan to engage practices to expand access to primary care in areas identified by Community Needs Assessment and comprehensive workforce current state assessment. Plan will outline possible strategies to increase access (potentially including but not limited to: new hires; retraining; Bodenheimer model, etc.), as well as the paths to identify which strategies will be applied to which practices		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Engage and communicate with primary care providers to ensure project understanding and alignment.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify all PCMH eligible practices in PPS, and assess current state PCMH status of those practices		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1



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Task Obtain PCMH certification from PCMH practices		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Obtain ONC Certified Electronic Health Record Technology product number to validate that providers are using EHR systems that comply with MU and PCMH Level 3 Standards		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #9 Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	DY2 Q4	Project	N/A	Completed	10/01/2015	06/30/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS holds monthly meetings with Medicaid Managed Care plans to evaluate utilization trends and performance issues and ensure payment reforms are instituted.		Project		Completed	04/01/2016	06/30/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Determine PPS criteria to identify MCO(s) for engagement		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Identify key MCO(s) for engagement based on defined criteria.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Identify FLPPS personnel and/or appropriate Clinical and Finance Committee members to attend lead meetings		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Compile discussion topics and documents for the first meeting with MCO(s) approved by PPS Finance Committee.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Schedule first meeting with at least two MCO(s) to discuss strategy for achieving VBP goals, introduce FLPPS and background information, current state of FLPPS network such as clinical performance, care transformation status, utilization trends of FLPPS Medicaid members, financial performance, and efforts toward payment reform.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Identify discussion topics for next steps as well as assign owners to key deliverables and establish the schedule for reoccurring meetings		Project		Completed	10/01/2016	06/30/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #10 Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.	DY3 Q4	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS submitted a growth plan outlining the strategy to evolve provider compensation model to incentive-based compensation		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task		Project		Not Started	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4



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Providers receive incentive-based compensation consistent with DSRIP goals and objectives.										
Task Review Value Based Payment Roadmap released by NYSDOH		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Develop value-based metrics consistent with Domains 2, 3, and 4 of PPS's selected project goals that also align with other evidence-based measures (QARR, NCQA, NQF, IHI, CMS, etc.) as approved by Finance, IT and Clinical Committees		Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Circulate value-based payment metrics through project workgroups, PPS regional workgroups, and other committees including those including MCOs, as appropriate, for structured review and feedback		Project		Not Started	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Schedule meetings with neighboring PPSs to discuss patient-outcome measures to ensure alignment of incentives for overlapping populations		Project		In Progress	04/01/2016	03/31/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Store final plan for presentation to NYSDOH and Independent Assessor as requested		Project		Not Started	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Develop a plan to utilize performance against goals to calculate corresponding incentive amount to PPS providers		Project		In Progress	04/01/2016	12/31/2017	04/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Clinical Committee to make recommendations regarding additional provider and patient incentives		Project		In Progress	10/01/2016	12/31/2017	10/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task BOD to review and approve proposed incentive payment plan for the patient outcome metrics		Project		In Progress	10/01/2016	03/31/2017	10/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop draft of provider - FLPPS contract to include value based payment		Project		Not Started	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task Determine appropriate providers to participate in value based contracts		Project		Not Started	07/01/2017	12/31/2017	07/01/2017	12/31/2017	12/31/2017	DY3 Q3
Task Engage identified providers in contracting for value based contracts		Project		Not Started	10/01/2017	03/31/2018	10/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #11 Engage patients in the integrated delivery system through	DY3 Q4	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4



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outreach and navigation activities, leveraging community health workers, peers, and culturally competent community-based organizations, as appropriate.										
Task Community health workers and community-based organizations utilized in IDS for outreach and navigation activities.		Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Engage consumers directly via focus groups to explore concerns with healthcare delivery system, barriers to ongoing engagement, and ways for improvement		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Ensure Medicaid members have representation on each NOCN committee		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify resource (or resources, as appropriate) responsible for coordinating outreach/navigation activities throughout the PPS		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Establish standard definition of outreach and navigation activities		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Identify partner organizations who are experienced with outreach, engagement, navigation, community health workers, and peer support programs through project teams (including, but not limited to 2.D.I, 4.B.II, and 3.A.II), Naturally Occurring Care Network (NOCN) workgroups, and provider engagement to ensure project understanding and alignment		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Conduct current state assessment of community partners providing outreach and navigation activities (assessment to included information about organization workforce, population served, etc.)		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Based on current state assessment of community partners, stratify community organizations by services provided (including but not limited to: behavioral health, vocational day programs, navigation, peer support programs, etc.)		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Define process for PPS to measure patient engagement with community health workers, peer supports, and other community based providers within the IDS.		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify strengths of each partner organization and resources that		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
can be leveraged as best practices										
Task Conduct and document service gaps based on current PPS partner providers and the needs of attributed lives.		Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Contract with identified partner organizations to engage patients through outreach and navigation activities utilizing community health workers, peers, and culturally competent CBOs, as appropriate.		Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Develop and document process of education and training for community health workers, peers, and culturally competent CBOs.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Train navigators in NYS certification program to be insurance enrollers to engage uninsured individuals driven by patient priorities and choice.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Have a developed support strategy for CBO's to hire staff as needed based on gap analysis.		Project		In Progress	01/01/2017	03/31/2017	01/01/2017	06/30/2017	06/30/2017	DY3 Q1
Task Collect engagement reports from community health workers, peer supports and community based organizations in order to identify region wide utilization.		Project		Not Started	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task Develop and document process of ongoing monitoring to ensure adequate outreach and navigation support for PPS attributed lives.		Project		Not Started	10/01/2017	03/31/2018	10/01/2017	03/31/2018	03/31/2018	DY3 Q4

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2ai_MDL2ai2_PRES2_BASE_DY2Q4_2ai_M2_Supporting_Document_170425_12359.PDF	DY2Q4 2ai M2 Supporting Document 170425.pdf	04/25/2017 05:16 PM
Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2ai_MDL2ai2_PRES3_BASE_DY2Q4_R_2ai_M3_FLPPS_IDS_Connectivity_Status_170616_15307.xlsx	DY2Q4R 2ai M3 FLPPS IDS Connectivity Status 170616.xlsx	06/17/2017 09:54 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2ai_MDL2ai2_PRES3_BASE_DY2Q4_R_2ai_M3_Remediation_170616_15306.pdf	DY2Q4R 2ai M3 Remediation 170616.pdf	06/17/2017 09:53 PM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2ai_MDL2ai2_PRES3_BASE_DY2Q4_2ai_M3_Supporting_Document_170425_12360.PDF	DY2Q4 2ai M3 Supporting Document 170425.pdf	04/25/2017 05:20 PM
Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	db436102	Documentation/Certification	9_DY2Q4_PROJ2ai_MDL2ai2_PRES9_DOC_DY2Q4_2ai_MS9_Supporting_Document_170411_10839.pdf	DY2Q4 2ai Milestone 9 Narrative: Please see the attached "DY2Q4 2ai MS9 Supporting Document 170411.pdf" file showing achievement of the Milestone.	04/18/2017 11:53 PM

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.	DY2Q4 2ai Milestone 2 Narrative: Please see the attached "DY2Q4 2ai M2 Supporting Document 170425.pdf" file showing achievement of the Milestone.
Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	DY2Q4 2ai Milestone 3 Remediation Narrative: Please see the attached "DY2Q4R 2ai M3 Remediation 170616.pdf" and "DY2Q4R 2ai M3 FLPPS IDS Connectivity Status 170616.xlsx" files addressing the Remediation item requested by the IA. DY2Q4 2ai Milestone 3 Narrative: Please see the attached "DY2Q4 2ai M3 Supporting Document 170425.pdf" file showing achievement of the Milestone.
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 eligible participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	DY2Q4 2ai Milestone 9 Narrative: Please see the attached "DY2Q4 2ai MS9 Supporting Document 170411.pdf" file showing achievement of the Milestone.
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 & Complete	
Milestone #3	Pass & Complete	
Milestone #4	Pass & Ongoing	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Ongoing	
Milestone #7	Pass & Ongoing	
Milestone #9	Pass & Complete	
Milestone #10	Pass & Ongoing	
Milestone #11	Pass & Ongoing	



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✔ 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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 2.a.i.4 - IA Monitoring

Instructions :



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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.

R:1. Physician Capacity and work flow. The primary care offices within the network may not have the capacity to take new patients. Also, physician practices may need to adapt strategies to manage patients that have a high no show rate and may not have the resources to accommodate.
M: PPS will be assessing current capacity and identify long term strategies to address. PPS and the project team will outreach to physician/medical practices on potential work flow impacts and offer implementation support. Also, we will utilize health home case managers to assist with patient navigation.

R: 2. Technology - Inter-operable Electronic Health Records across the PPS needed for the success of the project(s). There are many varying EMR systems amongst hospitals and PCP offices requiring connectivity. Health Home information is not readily available to providers. Referral to Health Homes is cumbersome.
M: Will leverage PPS level resources including the established IT committee, and RHIO, to build functionality for information sharing across the PPS. PPS to assess the version (s) of EMR's used by hospitals and PCPs participating in this project. PPS IT Committee and implementation plan will assist in developing work flow for all EMR users to achieve connection with the RHIO for bidirectional communication required between ED's and PCMH providers.

R: 3. Patient Engagement
M: Ensure that materials are written within patients' literacy and language ranges, following review by Cultural Competency and Health Literacy Committee. Also, Cultural Competency committee will provide guidance on protocols and development of the patient navigator training.

R: 4. The Lack of adequate transportation is a barrier for patients accessing medical care.
M: Utilize traditional and nontraditional solutions as developed by PPS transportation committee, including inventory and directory of regional transportation options. PPS Transportation Committee collaborate with transportation vendors to improve transportation needs in PPS region.

R: 5. PPS Workforce - Challenge of hiring staff to fill and provide adequate training of patient navigator.
M: PPS and the project team can assist hospitals with an implementation strategy by identifying the roles and responsibilities (protocols) of the patient navigator. This information can guide hospitals with decisions regarding redeployment vs creating or utilizing community based providers to fulfill this role.



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✔ 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 "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY2,Q4	16,200

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	4,050	8,100	12,150	16,200
	Quarterly Update	3,398	6,977	10,789	17,087
	Percent(%) of Commitment	83.90%	86.14%	88.80%	105.48%
IA Approved	Quarterly Update	0	3,338	0	12,648
	Percent(%) of Commitment	0.00%	41.21%	0.00%	78.07%

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2biii_MDL2biii2_PES_BASE_2biii_MAPP_DY2Q4_-_PHI_-_FLPPS_13840.xlsx	2biii MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:07 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY2,Q4.



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✅ 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.

Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 Establish ED care triage program for at-risk populations	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Stand up program based on project requirements		Project		In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish cross functional ED care triage project team to include major hospitals, FQHCs, providers and health homes.		Project		Completed	04/01/2015	10/31/2015	04/01/2015	10/31/2015	12/31/2015	DY1 Q3
Task Establish partnerships between hospital, FQHC's, PCP's and Health Homes		Project		In Progress	10/01/2015	11/30/2017	10/01/2015	11/30/2017	12/31/2017	DY3 Q3
Task Finalize contracts /MOU's with PCP practices		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Create and implement clear workflows at participating hospital ED's for patients presenting for minor illnesses		Project		In Progress	04/01/2015	12/31/2017	04/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task Engage safety net and non safety net community providers		Project		In Progress	08/01/2015	09/30/2017	08/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Monitor hospital adherence to project through hospital quarterly report data and mobilize resources as necessary		Project		In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Engage Health Home organizations for Care Management		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish patient navigation protocol outlining linkage from hospital ED's to PCP's		Project		In Progress	09/01/2015	03/31/2018	09/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Agree to ongoing collaboration with other PPS's to share best practices, educational materials, training strategies to overcome project implementation barriers.		Project		In Progress	09/01/2015	03/31/2018	09/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop and execute contracts with providers based on providers role		Project		In Progress	04/01/2015	06/30/2017	04/01/2015	06/30/2017	06/30/2017	DY3 Q1
Milestone #2 Participating EDs will establish partnerships to community	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
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										
Task All eligible practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.		Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	04/01/2015	03/01/2018	04/01/2015	03/01/2018	03/31/2018	DY3 Q4
Task Encounter Notification Service (ENS) is installed in all PCP offices and EDs		Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	10/01/2015	03/01/2018	10/01/2015	03/01/2018	03/31/2018	DY3 Q4
Task Encounter Notification Service (ENS) is installed in all PCP offices and EDs		Provider	Safety Net Hospital	In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Conduct current state assessment of hospital ED's patient care triage workflow and identify gaps.		Project		Completed	04/01/2015	10/31/2015	04/01/2015	10/31/2015	12/31/2015	DY1 Q3
Task Conduct assessment of PCP's current medicaid patient appointment availability including new patient appointments.		Project		Completed	10/01/2015	02/26/2016	10/01/2015	02/26/2016	03/31/2016	DY1 Q4
Task 3 Develop strategy to communicate to hospital ED's the list of providers with medicaid patient scheduling capacity and their scheduling process		Project		In Progress	01/01/2016	12/01/2017	01/01/2016	12/01/2017	12/31/2017	DY3 Q3
Task Engage and communicate with primary care providers to ensure project understanding and alignment.		Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.		Project		Completed	07/01/2015	12/01/2015	07/01/2015	12/01/2015	12/31/2015	DY1 Q3
Task Identify all PCMH eligible practices in PPS, and assess current		Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3



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state PCMH status of those practices										
Task Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Create prioritized list of practices who will need to begin EHR implementation		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.		Project		Completed	07/01/2015	04/30/2016	07/01/2015	04/30/2016	06/30/2016	DY2 Q1
Task Obtain PCMH certification from PCMH practices		Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Workforce workgoup (or Workforce workgroup identified person) to have a developed plan to engage practices to expand access to primary care in areas identified by Community Needs Assessment and comprehensive workforce current state assessment. Plan will outline possible strategies to increase access (potentially including but not limited to: new hires; retraining; Bodenheimer model, etc), as well as the paths to identify which strategies will be applied to which practices		Project		Completed	08/01/2015	12/01/2016	08/01/2015	12/01/2016	12/31/2016	DY2 Q3
Task Obtain ONC Certified Electronic Health Record Technology product number to validate that providers are using EHR systems that comply with MU and PCMH Level 3 Standards		Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task As part of Current State IT Aessment, identify providers' current connectivity with RHIO (including sending of ENS), and current EMR.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify gaps for connectivity		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Obtain ONC Certified Electronic Health Record Technology product number to validate that providers are using EHR systems that comply with MU and PCMH Level 3 Standards		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Engage providers to integrate the use of direct messaging, alerts, and patient record lookup into practice workflows.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop process and procedure to establish connectivity between hospital ED's and community care providers		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone #3 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).	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish list of non -urgent encounters eligible for triage		Project		In Progress	09/01/2015	12/01/2017	09/01/2015	12/01/2017	12/31/2017	DY3 Q3
Task Develop ED workflow outlining engagement of patient to PCP after medical screening performed.		Project		Completed	04/01/2015	10/31/2015	04/01/2015	10/31/2015	12/31/2015	DY1 Q3
Task Identify objectives for patient navigator training and include job description		Project		Completed	04/01/2015	10/31/2015	04/01/2015	10/31/2015	12/31/2015	DY1 Q3
Task Institute clear workflows for patient navigators demonstrating linkage of patients presenting for minor illnesses to PCP.		Project		Completed	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop ED protocol: 1.) Develop PPS wide standard for clinical protocol elements and structure (e.g. background information, reference literature, objectives, clinical protocol variations based on provider type/geography, data to be documented, follow up procedures, etc.) 2.) Identify requirement for protocol and purpose of ED Triage Patient Navigation.		Project		In Progress	04/01/2015	01/31/2017	04/01/2015	06/30/2017	06/30/2017	DY3 Q1



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
3.) Identify team who will draft clinical protocol in conjunction with FLPPS PM and Clinical SME based on DSRIP need 4.) Develop clinical protocol elements 5.) Review other PPS protocols and ensure alignment (non-duplication, etc.) – edit protocols if needed to ensure alignment with other PPS protocols 6.) Review and obtain approval of clinical protocol from internal project clinical quality committee "project teams" 7.) Once project team provides approval, present and seek approval of clinical protocol through PPS full clinical quality committee 8.) Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels o Project teams take clinical protocols to home organizations and champion the adoption of the clinical protocol in home organization o Hold PPS wide educational webinars on clinical protocols and timeline for adoption o Leverage PRAs to ensure provider adoption of protocol use 9.) Develop PPS wide compliance monitoring processes to ensure providers are using protocols correctly 10.) Develop PPS wide on-going review and revision process for clinical protocols based on clinical and operational data post-adoption										
Task Using a risk screening tool, identify barriers to care including community resources needed		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop directory of community resources at NOCN level		Project		In Progress	04/01/2016	04/01/2017	04/01/2016	04/01/2017	06/30/2017	DY3 Q1
Task Provide quality oversight of patient navigator training - training consistent throughout ED's to meet goals of the project, review training records for staff hired to ensure compliance with training requirements. Reassess training material as needed to improve data collection, if needed		Project		In Progress	09/01/2015	03/31/2018	09/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task In coordination with cultural competency project, create and provide patient education material to patients on appropriate ED use for minor illnesses.		Project		In Progress	01/01/2016	07/31/2017	01/01/2016	07/31/2017	09/30/2017	DY3 Q2



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Address the needs of frequent ED users by partnering with community agencies to leverage community interventions.		Project		In Progress	08/01/2015	09/30/2017	08/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone #4 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.)	DY2 Q4	Project	N/A	Completed	04/01/2015	03/31/2020	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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
Milestone #5 Use EHRs and other technical platforms to track all patients engaged in the project.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Define the data elements necessary to track the engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish reporting periods and dates for providers to report on patient engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify role/staff that will be responsible for reporting on patient engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment		Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services subscription		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Work with providers to develop an implementation plan to meet short and long term reporting requirements		Project		Completed	08/03/2015	03/31/2017	08/03/2015	03/31/2017	03/31/2017	DY2 Q4



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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.)	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2biii_MDL2biii3_PRES4_BASE_DY2Q4R_2biii_M4_Remediation_170616_15202.pdf	DY2Q4R 2biii M4 Remediation 170616.pdf	06/16/2017 02:11 PM
Use EHRs and other technical platforms to track all patients engaged in the project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2biii_MDL2biii3_PRES5_BASE_DY2Q4_2biii_M5_Supporting_Document_170410_10242.pdf	DY2Q4 2biii M5 Supporting Document 170410.pdf	04/14/2017 10:02 AM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
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 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.)	DY2Q4 2biii Milestone 4 Remediation Narrative: Please see the attached "DY2Q4R 2biii M4 Remediation 170616.pdf" file addressing the Remediation item requested by the IA.
Use EHRs and other technical platforms to track all patients engaged in the project.	DY2Q4 2biii Milestone 5 Narrative: Please see the attached "DY2Q4 2biii M5 Supporting Document 170410.pdf" file showing achievement of the Milestone.



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Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Ongoing	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass (with Exception) & Complete	
Milestone #5	Pass & Complete	



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✓ 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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 2.b.iii.5 - IA Monitoring

Instructions :



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Project 2.b.iv – Care transitions intervention model to reduce 30 day readmissions for chronic health conditions

✔ IPQR Module 2.b.iv.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.

R: 1. Technology - Interoperable Electronic Health Records across the PPS needed for the success of the project(s). There are many varying EMR systems amongst hospitals and PCP offices requiring connectivity. Health Home information is not readily available to providers. Referral to Health Homes is cumbersome.

M: Will leverage PPS level resources including the established IT committee, and RHIO, to build functionality for information sharing across the PPS. PPS to assess the version (s) of EMR's used by hospitals and PCPs participating in this project. PPS IT Committee and implementation plan will assist in developing work flow for all EMR users to achieve connection with the RHIO for bidirectional communication required between ED's and PCMH providers.

R: 2. Provider Engagement.

M: The PPS will provide education on the project and the importance for patients to have access to a PCP and health home case management services (if applicable). Utilizing NOCN leads, involve physician representatives on project team, developing protocols, work flows, and plans for implementation.

R: 3. Payment mechanism for long term sustainability.

M: PPS will work with MCOs to ensure consistent reimbursement for care transition services, using existing precedents for reimbursement and data from successful Medicare demonstration projects for support in negotiations for coverage.

R: 4 Patient Engagement.

M: Ensure that materials are written within patients' literacy and language ranges, following review by Cultural Competency and Health Literacy Committee. Also, Cultural Competency committee will provide guidance on protocols and development of protocol.

R: 5 Cultural Competency.

M: Ensure discharge plans and other materials are written within patients' literacy and language ranges, reviewed by Cultural Competency and Health Literacy Committee.

R: 6. Need to develop a training strategy to fully implement the program.

M: Will provide PPS wide training and develop standard protocols for patient identification, assessment, and linkage, to ensure that there is fidelity to core components of the model; Also, project team will identify quality review processes to monitor protocol and adherence to best practices.



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✔ IPQR Module 2.b.iv.2 - Patient Engagement Speed

Instructions :

Enter the number of patients actively engaged through the current quarter. The number entered into the "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	10,688

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	950	2,090	3,515	5,415
	Quarterly Update	1,503	3,347	5,118	7,516
	Percent(%) of Commitment	158.21%	160.14%	145.60%	138.80%
IA Approved	Quarterly Update	0	1,843	0	5,685
	Percent(%) of Commitment	0.00%	88.18%	0.00%	104.99%

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2biv_MDL2biv2_PES_BASE_2biv_MAPP_DY2Q4_-_PHI_-_FLPPS_13843.xlsx	2biv MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:09 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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✅ IPQR Module 2.b.iv.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)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 Develop standardized protocols for a Care Transitions Intervention Model with all participating hospitals, partnering with a home care service or other appropriate community agency.	DY2 Q4	Project	N/A	Completed	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Standardized protocols are in place to manage overall population health and perform as an integrated clinical team are in place.		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify and convene workgroup to review current care transitions protocols and develop future standards for care transitions		Project		Completed	06/01/2015	07/01/2015	06/01/2015	07/01/2015	09/30/2015	DY1 Q2
Task Review of current state transitions of care protocols which include provider communication		Project		Completed	07/01/2015	11/01/2015	07/01/2015	11/01/2015	12/31/2015	DY1 Q3
Task Documentation of process and workflow including responsible resources at each stage of the workflow (future state). Utilize experience from the early adopter model to inform process.		Project		Completed	11/01/2015	09/30/2016	11/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Project team to make recommendations for future state protocols to FLPPS clinical committee		Project		Completed	02/01/2016	06/30/2016	02/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Once project team provides approval, present and seek approval of clinical protocol through PPS full clinical quality committee		Project		Completed	03/31/2016	08/31/2016	03/31/2016	08/31/2016	09/30/2016	DY2 Q2
Task Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels		Project		Completed	09/01/2016	03/31/2017	09/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Project teams take clinical protocols to home organizations and champion the adoption of the clinical protocol in home organization		Project		Completed	09/01/2016	03/31/2017	09/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Training: Hold PPS wide educational webinars on clinical protocols and timeline for adoption. Leverage PRAs to ensure		Project		On Hold	09/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
provider adoption of protocol use										
Task Develop PPS wide compliance monitoring processes to ensure providers are using FLPPS protocols correctly		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop PPS wide on-going review and revision process for clinical protocols based on clinical and operational data post-adoption		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #2 Engage with the Medicaid Managed Care Organizations and Health Homes to develop transition of care protocols that will ensure appropriate post-discharge protocols are followed.	DY4 Q2	Project	N/A	In Progress	05/01/2015	09/30/2018	05/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task A payment strategy for the transition of care services is developed in concert with Medicaid Managed Care Plans and Health Homes.		Project		In Progress	05/01/2015	09/30/2018	05/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Coordination of care strategies focused on care transition are in place, in concert with Medicaid Managed Care groups and Health Homes.		Project		In Progress	05/01/2015	03/31/2018	05/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has protocol and process in place to identify Health-Home eligible patients and link them to services as required under ACA.		Project		In Progress	05/01/2015	03/31/2018	05/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine PPS criteria to select MCO(s) for engagement		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Identify key MCO(s) for engagement based on defined criteria		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Identify FLPPS personnel and/or appropriate Clinical and Finance Committee members to attend lead meetings		Project		In Progress	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Utilize FLPPS Clinical SMEs and Clinical Project Committee to identify care coordination services that are currently covered by MCO(s) and identify potential gaps		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Leverage reoccurring meetings with MCO(s) as part of 2.a.i. requirements to introduce proposed strategy to cover all identified essential care coordination services and discuss adoption		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Advocate for formal agreements from partners with MCO(s) to ensure identified services are covered. Partners develop		Project		In Progress	07/01/2016	01/31/2018	07/01/2016	01/31/2018	03/31/2018	DY3 Q4



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agreements with MCO(s) as necessary.										
Task Identify current process of coordination between Health Homes and Hospitals		Project		Completed	07/01/2015	11/01/2015	07/01/2015	11/01/2015	12/31/2015	DY1 Q3
Task Develop coordination and referral protocols to health homes in the care transitions process		Project		In Progress	05/01/2015	09/01/2017	05/01/2015	09/01/2017	09/30/2017	DY3 Q2
Task Develop protocols to identify health home eligible patients and link them to services as required in the ACA		Project		In Progress	03/01/2016	09/01/2017	03/01/2016	09/01/2017	09/30/2017	DY3 Q2
Task Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels		Project		In Progress	04/01/2016	12/31/2017	04/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Project teams take clinical protocols to home organizations and champion the adoption of the clinical protocol in home organization		Project		In Progress	05/01/2016	12/31/2017	05/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Training: Hold PPS wide educational webinars on clinical protocols and timeline for adoption. Leverage PRAs to ensure provider adoption of protocol use		Project		In Progress	05/01/2016	03/31/2018	05/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop PPS wide compliance monitoring processes to ensure providers, health homes, and hospitals are using FLPPS protocols correctly		Project		In Progress	10/01/2016	03/31/2018	10/01/2016	03/31/2018	03/31/2018	DY3 Q4
Milestone #3 Ensure required social services participate in the project.	DY4 Q2	Project	N/A	In Progress	05/01/2015	09/30/2018	05/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Required network social services, including medically tailored home food services, are provided in care transitions.		Project		In Progress	03/01/2016	09/30/2018	03/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Coordinate with Health Homes to identify current community resource guides		Project		In Progress	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Inventory regional social services (basic needs, food, transportation, support groups, community resources)		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Engage resources and establish formal and informal partnerships.		Project		In Progress	01/01/2016	06/30/2017	01/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task		Project		In Progress	10/01/2016	03/31/2018	10/01/2016	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Create resource guide by region. Determine where information will be stored, platform, and updates.										
Task NOCNs to review and provide input on resource guide		Project		In Progress	03/01/2017	09/30/2018	03/01/2017	09/30/2018	09/30/2018	DY4 Q2
Task Identify in the Care Transitions workflow where resource guide will be reviewed and utilized		Project		Completed	10/01/2015	06/01/2016	10/01/2015	06/01/2016	06/30/2016	DY2 Q1
Task Provide educational session to ensure project partner awareness of resource guide		Project		Not Started	06/01/2017	01/31/2018	06/01/2017	01/31/2018	03/31/2018	DY3 Q4
Milestone #4 Transition of care protocols will include early notification of planned discharges and the ability of the transition care manager to visit the patient in the hospital to develop the transition of care services.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place for early notification of planned discharges.		Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place for early notification of planned discharges.		Provider	<u>Practitioner - Non-Primary Care Provider (PCP)</u>	Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place for early notification of planned discharges.		Provider	<u>Hospital</u>	Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task PPS has program in place that allows care managers access to visit patients in the hospital and provide care transition services and advisement.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Review current protocols for early notification to care transition providers and identify gaps in process		Project		Completed	07/01/2015	06/01/2016	07/01/2015	06/01/2016	06/30/2016	DY2 Q1
Task Provide training to hospital staff re: care transitions protocol and early notification		Project		On Hold	10/01/2016	03/01/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop PPS wide compliance monitoring processes to ensure providers are using FLPPS protocols correctly		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop PPS wide on-going review and revision process for clinical protocols based on clinical and operational data post-adoption		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #5 Protocols will include care record transitions with timely updates provided to the members' providers, particularly primary care provider.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place for including care transition plans in patient medical record and ensuring medical record is updated in interoperable EHR or updated in primary care provider record.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Identify protocols for care transition plan updates to the primary care provider and other providers-current state		Project		Completed	07/01/2015	11/01/2015	07/01/2015	11/01/2015	12/31/2015	DY1 Q3
Task Identify communication gaps and begin exploration of gap closing strategies		Project		On Hold	11/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Implement protocols that include timely updates to provider		Project		Completed	03/01/2016	03/01/2017	03/01/2016	03/01/2017	03/31/2017	DY2 Q4
Task Develop PPS wide compliance monitoring processes to ensure providers are using protocols correctly		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop PPS wide on-going review and revision process for clinical protocols based on clinical and operational data post-adoption		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #6 Ensure that a 30-day transition of care period is established.	DY2 Q4	Project	N/A	Completed	05/01/2015	03/31/2017	05/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures reflect the requirement that 30 day transition of care period is implemented and utilized.		Project		Completed	05/01/2015	03/01/2017	05/01/2015	03/01/2017	03/31/2017	DY2 Q4
Task Once project team provides approval, present and seek approval of clinical protocol through PPS full clinical quality committee		Project		Completed	03/31/2016	05/01/2016	03/31/2016	05/01/2016	06/30/2016	DY2 Q1
Task Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels		Project		Completed	05/01/2016	03/31/2017	05/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Project teams take clinical protocols to home organizations and champion the adoption of the clinical protocol in home organization		Project		Completed	05/01/2016	03/31/2017	05/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task		Project		Completed	05/01/2016	03/31/2017	05/01/2016	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Training: Hold PPS wide educational webinars on clinical protocols and timeline for adoption. Leverage PRAs to ensure provider adoption of protocol use										
Task Develop PPS wide compliance monitoring processes to ensure providers are using FLPPS protocols correctly		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop PPS wide on-going review and revision process for clinical protocols based on clinical and operational data post-adoption		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #7 Use EHRs and other technical platforms to track all patients engaged in the project.	DY2 Q4	Project	N/A	Completed	05/01/2015	03/31/2017	05/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Assess technical capabilities to track patient engagements of participating providers		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Define the data elements necessary to track the engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish reporting periods and dates for providers to report on patient engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify role/staff that will be responsible for reporting on patient engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment		Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services subscription		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Develop standardized protocols for a Care Transitions Intervention Model with all participating hospitals, partnering with a home care service or other appropriate community agency.	db436102	Documentation/Certification	9_DY2Q4_PROJ2biv_MDL2biv3_PRES1_DOC_DY2Q4_2biv_Milestone_1_Supporting_Documentation_PDF_11170.pdf	DY2Q4 2biv Milestone 1 Supporting Documentation PDF	04/20/2017 09:29 PM
Transition of care protocols will include early notification of planned discharges and the ability of the transition care manager to visit the patient in the hospital to develop the transition of care services.	db436102	Documentation/Certification	9_DY2Q4_PROJ2biv_MDL2biv3_PRES4_DOC_2biv_Provider_Counts_11420.xlsx	2biv Provider Type Counts	04/22/2017 07:48 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ2biv_MDL2biv3_PRES4_DOC_DY2Q4_2biv_Milestone_4_Supporting_Documentation_PDF_11171.pdf	DY2Q4 2biv Milestone 4 Supporting Documentation PDF	04/20/2017 09:31 PM
Protocols will include care record transitions with timely updates provided to the members' providers, particularly primary care provider.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2biv_MDL2biv3_PRES5_BASE_DY2Q4R_2biv_M5_Remediation_170616_15250.pdf	DY2Q4R 2biv M5 Remediation 170616.pdf	06/16/2017 02:50 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ2biv_MDL2biv3_PRES5_DOC_DY2Q4_2biv_Milestone_5_Supporting_Documentation_PDF_11172.pdf	DY2Q4 2biv Milestone 5 Supporting Documentation PDF	04/20/2017 09:33 PM
Ensure that a 30-day transition of care period is established.	db436102	Documentation/Certification	9_DY2Q4_PROJ2biv_MDL2biv3_PRES6_DOC_DY2Q4_2biv_Milestone_6_Supporting_Documentation_PDF_-_Copy_11173.pdf	DY2Q4 2biv Milestone 6 Supporting Documentation PDF - Copy	04/20/2017 09:34 PM
Use EHRs and other technical platforms to track all patients engaged in the project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2biv_MDL2biv3_PRES7_BASE_DY2Q4_2biv_M7_Supporting_Document_170410_10258.pdf	DY2Q4 2biv M7 Supporting Document 170410.pdf	04/14/2017 10:50 AM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Develop standardized protocols for a Care Transitions Intervention Model with all participating hospitals, partnering with a home care service or other appropriate community agency.	
Engage with the Medicaid Managed Care Organizations and Health Homes to develop transition of care protocols that will ensure appropriate post-discharge protocols are followed.	
Ensure required social services participate in the project.	
Transition of care protocols will include early notification of planned discharges and the ability of the transition care manager to visit the patient in the hospital to develop the transition of care services.	DY2Q4 2biv Milestone 4 Supporting Documentation PDF Note: I am unable to select providers under the Non PCP button. There are no providers listed to select from. This task is complete, and the list is loaded with Milestone 4.
Protocols will include care record transitions with timely updates provided to the members' providers, particularly primary care provider.	DY2Q4 2biv Milestone 5 Remediation Narrative: Please see the attached "DY2Q4R 2biv M5 Remediation 170616.pdf" file addressing the Remediation item requested by the IA.
Ensure that a 30-day transition of care period is established.	
Use EHRs and other technical platforms to track all patients engaged in the project.	DY2Q4 2biv Milestone 7 Narrative: Please see the attached "DY2Q4 2biv M7 Supporting Document 170410.pdf" file showing achievement of the Milestone.



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Milestone Review Status

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



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✔ IPQR Module 2.b.iv.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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 2.b.iv.5 - IA Monitoring

Instructions :



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Project 2.b.vi – Transitional supportive housing services

✓ IPQR Module 2.b.vi.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.

R: Financial - Capital: New dedicated sites for transitional supportive housing are highly capital dependent, significant delays in CRFP directly impacts patient engagement scale. Two proposals awarded, but face 12 month development timeline and represent only 25% of new site needs for project speed & scale. Partners in the region have had limited success acquiring MRT funds for permanent supportive housing.
M: Support partners to develop successful CRFP awards; Pursue MRT supportive housing funds directly as FLPPS; Support partners to convert existing emergency and transitional housing sites via partnerships and complementary funding streams.

R: Workforce - Limited understanding among community based service providers of opportunities to use Medicaid funding for housing navigation and supportive services. This may be undermining effective use of available non-DSRIP capital and operational funding for both transitional and permanent supportive housing. Emergency housing providers best positioned to offer medical respite option but wary of getting involved in Medicaid billing when the financial returns are unclear. Potential to support them with DSRIP funds limited to 5% cap for non-safety net providers.
M: Training and capacity building for larger CBOs; need to explore innovative models for CBO consortiums to cost-share the resource and capacity burden of billing Medicaid for home and community based services. Utilize small scale pilot sites to limit risk and generate evidence for model efficacy and inform negotiation with MCOs for reimbursement; Examine lessons learned from success with some MLTCs reimbursing transitional housing services; Examine potential for HARP to expand coverage of residential operations and supportive services for complex BH patients; Utilize DSS funding streams, PPS funds to cover operational costs for in interim; Try to incentivize safety net partners to sub-contract with non-safety net.

R: Technology: Developing interoperable connectivity will have limited utility for population health management if partners continue collecting and storing data on social determinants of health in a way that is not reportable, analyzable or actionable (as is the case today among both health and CBO providers). CBO partners are least connected and least incentivized to make IT investments with unclear promise of returns on those investments. This project requires several different provider types to coordinate and data share to successfully complete the 90 day active patient engagement process. The technological and legal barriers (HIPAA) to doing this as part of existing workflows will limit provider willingness to participate in this project and also puts long term sustainability at risk.
M: Care Management Platform may offer alternative for partners who don't really need EMR; PPS centralized services or admin funds to offer alternatives or further subsidize partner connectivity or expand benefits beyond DSRIP - e.g. select solutions that meet other reporting needs they may have from other systems/gov agencies (e.g. DSS, ODTA, HUD, etc).

R: Workforce: Health homes are young and lack useable trend data on process and performance. Case loads of HH Care Managers too high, undermines intensity of services and may impact effectiveness; Inconsistent skills set due to varying education and experience. Anecdotal evidence that quality of Health Home Care Management is highly variable, suggesting need for stronger quality assurance processes.
M: Define base set of education and qualifications for HH Care Management; Streamline HH CM access to broad range of community resources to complement this base skills set, depending on the specific needs of the patient.



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✔ IPQR Module 2.b.vi.2 - Patient Engagement Speed

Instructions :

Enter the number of patients actively engaged through the current quarter. The number entered into the "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	643

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	105	235	304	494
	Quarterly Update	81	193	313	455
	Percent(%) of Commitment	77.14%	82.13%	102.96%	92.11%
IA Approved	Quarterly Update	0	108	0	328
	Percent(%) of Commitment	0.00%	45.96%	0.00%	66.40%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (455) does not meet your committed amount (494) for 'DY2,Q4'

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2bvi_MDL2bvi2_PES_BASE_2bvi_MAPP_DY2Q4_-_PHI_-_FLPPS_13849.xlsx	2bvi MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:12 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY2,Q4.



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✅ IPQR Module 2.b.vi.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)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 Partner with community housing providers and home care service organizations to develop transitional supportive housing for high-risk patients.	DY4 Q2	Project	N/A	In Progress	04/01/2015	09/30/2018	04/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Service agreements, contracts, MOUs between PPS and community housing providers and/or home care service organizations.		Project		In Progress	04/01/2015	09/30/2018	04/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Conduct environmental assessment/SWOT to determine existing gaps/challenges in transitional supportive housing, including estimates of inventory and demand across the region		Project		Completed	04/01/2015	08/01/2016	04/01/2015	08/01/2016	09/30/2016	DY2 Q2
Task Define minimum standards for transitional supportive housing (required partnerships for collaborative care transitions) and protocol for patient engagement (outreach on housing related needs) - these can then be applied to existing or new sites - to be revised and improved over time		Project		Completed	06/15/2015	10/31/2015	06/15/2015	10/31/2015	12/31/2015	DY1 Q3
Task Recommend partner roles & responsibilities to operationalize minimum standards and develop MOU/service agreement templates or guidelines		Project		Completed	09/30/2015	05/31/2016	09/30/2015	05/31/2016	06/30/2016	DY2 Q1
Task Develop and maintain PPS level electronic inventory management and referral mechanisms		Project		In Progress	06/15/2016	09/30/2017	06/15/2016	09/30/2017	09/30/2017	DY3 Q2
Task Define new housing model options (e.g. medical respite) to pursue for unlicensed sites: outline standards/guidelines and financing options		Project		In Progress	08/01/2016	09/30/2017	08/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Define data requirements for impact evaluation, future MCO negotiation and project reporting		Project		In Progress	10/01/2016	12/31/2017	10/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Pursue collaborative inventory management and referral		Project		Not Started	06/01/2017	05/31/2018	06/01/2017	05/31/2018	06/30/2018	DY4 Q1



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
mechanisms via coordination with regional HUD coordinated assessments and county SPOA.										
Task Formalize partnerships for collaborative partnerships and outreach with existing sites (MOUs, Service Agreements) and for new unlicensed sites (Contracts, Service Agreements), undertake annual reviews/revisions as needed		Project		In Progress	09/30/2015	09/30/2018	09/30/2015	09/30/2018	09/30/2018	DY4 Q2
Milestone #2 Develop protocols to identify chronically ill super-utilizers who qualify for this service. Once identified, this targeted population will be monitored using a priority listing for access to transitional supportive housing.	DY2 Q4	Project	N/A	Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place for super-utilizer identification specific to priority housing access.		Project		Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop PPS wide standard for clinical protocol elements and structure (e.g. background information, reference literature, objectives, clinical protocol variations based on provider type/geography, data to be documented, follow up procedures, etc.)		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Identify team who will draft clinical protocol in conjunction with FLPPS PM and Clinical SME based on DSRIP need and protocol's purposes		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Gather data (provider, claims) to profile "high risk" patients based on discernible patterns of housing instability and super utilization		Project		Completed	12/01/2015	11/30/2016	12/01/2015	11/30/2016	12/31/2016	DY2 Q3
Task Develop PPS level definition of chronic super utilizers and establish short term and long term strategies to identify, target and monitor them (hosp vs salient/pop health mgmnt)		Project		On Hold	01/15/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop protocol, tools and workflow to assess and prioritize patients for placement into new unlicensed transitional supportive housing		Project		Completed	08/01/2016	03/31/2017	08/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Review other PPS protocols and ensure alignment (non-duplication, etc.) – edit protocols if needed to ensure alignment with other PPS protocols		Project		Completed	08/01/2016	03/31/2017	08/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task		Project		Completed	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Review and obtain approval of clinical protocol from internal project clinical quality committee "project teams"										
Task Once project team provides approval, present and seek approval of clinical protocol through PPS full clinical quality and Housing committees		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels		Project		On Hold	02/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop PPS wide compliance monitoring process to ensure ensure chronic super utilizers are prioritized for access to transitional supportive housing		Project		On Hold	03/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #3 Establish MOUs and other service agreements between participating hospitals and community housing providers to allow the supportive housing and home care services staff to meet with patients in the hospital and coordinate the transition.	DY2 Q4	Project	N/A	Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task MOUs between supportive housing/home care services and hospitals are established and allow for in-hospital transition planning.		Project		Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop PPS wide standard for clinical protocol elements and structure (e.g. background information, reference literature, objectives, clinical protocol variations based on provider type/geography, data to be documented, follow up procedures, etc.)		Project		Completed	12/31/2015	03/31/2016	12/31/2015	03/31/2016	03/31/2016	DY1 Q4
Task Environmental assessment/SWOT of existing protocols and coordination of care practices between hospitals and community housing providers & home care services		Project		Completed	06/15/2015	12/31/2016	06/15/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify team who will draft clinical protocol in conjunction with FLPPS PM and Clinical SME based on DSRIP need and protocol's purposes		Project		Completed	12/01/2015	04/30/2016	12/01/2015	04/30/2016	06/30/2016	DY2 Q1
Task Develop minimum standards for transitions of care protocols that include participation of housing and home care services staff in discharge planning, and guidelines documenting the party		Project		Completed	05/01/2016	03/31/2017	05/01/2016	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
responsible for each stage of the workflow										
Task Review other PPS protocols and ensure alignment (non-duplication, etc.) – edit protocols if needed to ensure alignment with other PPS protocols		Project		Completed	08/01/2016	03/31/2017	08/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Review and obtain approval of clinical protocol from internal project clinical quality committee "project teams"		Project		Completed	08/01/2016	03/31/2017	08/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Once project team provides approval, present and seek approval of clinical protocol through PPS full clinical quality and Housing committees		Project		Completed	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Once approved by clinical quality committee, cascade protocols to providers through documented materials and planning of multi-faceted communication, training, and education channels.		Project		Completed	03/01/2017	03/31/2017	03/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task For each partner hospital, map housing and home care service provider partners needed to offer services for patients across their NOCN, establish MOUs		Project		On Hold	12/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop PPS wide compliance monitoring process to provide quality assurance overseeing that supportive housing and home care services staff participate in in-hospital transition and discharge planning in accordance with PPS minimum standards re: timeframe, documentation		Project		On Hold	01/15/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #4 Establish coordination of care strategies with Medicaid Managed Care Organizations to ensure needed services at discharge are covered and in place at the transitional supportive housing site.	DY4 Q2	Project	N/A	In Progress	09/15/2015	09/30/2018	09/15/2015	09/30/2018	09/30/2018	DY4 Q2
Task Coordination of care strategies focused on discharge services are in place, in concert with Medicaid Managed Care Organizations, for the supportive housing site.		Project		In Progress	09/15/2015	09/30/2018	09/15/2015	09/30/2018	09/30/2018	DY4 Q2
Task Determine PPS criteria to select MCO(s) for engagement		Project		Not Started	04/01/2017	08/01/2017	04/01/2017	08/01/2017	09/30/2017	DY3 Q2
Task Literature review and financial landscape assessment to understand existing programs targeting chronic super users with transitional supportive housing		Project		Completed	11/30/2015	12/31/2016	11/30/2015	12/31/2016	12/31/2016	DY2 Q3
Task		Project		Not Started	04/01/2017	06/30/2017	04/01/2017	06/30/2017	06/30/2017	DY3 Q1



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Identify key MCO(s) for engagement based on defined criteria										
Task Identify FLPPS personnel and/or appropriate Clinical and Finance Committee members to attend lead meetings		Project		Not Started	04/01/2017	09/30/2017	04/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task Define new housing model options (e.g. medical respite) to pursue for unlicensed sites: outline standards/guidelines and financing options		Project		In Progress	08/15/2016	09/30/2017	08/15/2016	09/30/2017	09/30/2017	DY3 Q2
Task Utilize FLPPS Housing Committee, Clinical SMEs and Clinical Project Committee to identify care coordination and supportive housing services that are currently covered by MCO(s) and identify potential gaps		Project		In Progress	08/15/2016	09/30/2017	08/15/2016	09/30/2017	09/30/2017	DY3 Q2
Task Develop proposed strategy to ensure that appropriate care coordination services are covered as part of transitional supportive housing efforts		Project		Not Started	07/01/2017	01/31/2018	07/01/2017	01/31/2018	03/31/2018	DY3 Q4
Task Define data requirements, establish and rollout tools for impact evaluation, future MCO negotiation		Project		In Progress	10/15/2016	06/30/2017	10/15/2016	06/30/2017	06/30/2017	DY3 Q1
Task Leverage reoccurring meetings with MCO(s) as part of 2.a.i. requirements to introduce proposed strategy to cover all identified essential care coordination services and discuss adoption procedures		Project		Not Started	03/01/2017	09/30/2018	07/01/2017	09/30/2018	09/30/2018	DY4 Q2
Task Advocate for formal agreements from partners with MCO(s) to ensure identified services are covered. Partners develop agreements with MCO(s) as necessary.		Project		Not Started	10/01/2017	09/30/2018	10/01/2017	09/30/2018	09/30/2018	DY4 Q2
Milestone #5 Develop transition of care protocols to ensure all chronically ill super-utilizers receive appropriate health care and community support including medical, behavioral health, post-acute care, long-term care and public health services.	DY2 Q4	Project	N/A	Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place for transition of care specifically to address medical, behavioral health and social needs of patients.		Project		Completed	01/15/2016	03/31/2017	01/15/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop PPS wide standard for clinical protocol elements and		Project		Completed	01/01/2016	04/01/2016	01/01/2016	04/01/2016	06/30/2016	DY2 Q1



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
structure (e.g. background information, reference literature, objectives, clinical protocol variations based on provider type/geography, data to be documented, follow up procedures, etc.)										
Task Develop PPS wide standard for clinical protocol elements and structure (e.g. background information, reference literature, objectives, clinical protocol variations based on provider type/geography, data to be documented, follow up procedures, etc.)		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Gather data (provider, claims) to profile chronic super utilizer patients based on discernible patterns of acute care use		Project		Completed	12/01/2015	11/30/2016	12/01/2015	11/30/2016	12/31/2016	DY2 Q3
Task Develop PPS level definition of chronic super utilizers and establish short term and long term strategies to identify, target and monitor them (hosp vs salient/pop health mgmnt)		Project		On Hold	01/15/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop protocol for transitions of care for chronically ill super utilizers (regardless of housing stability)		Project		Completed	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Review other PPS protocols and ensure alignment (non-duplication, etc.) – edit protocols if needed to ensure alignment with other PPS protocols		Project		Completed	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Review and obtain approval of clinical protocol from internal project clinical quality committee "project teams"		Project		Completed	12/20/2016	03/31/2017	12/20/2016	03/31/2017	03/31/2017	DY2 Q4
Task Once project team provides approval, present and seek approval of clinical protocol through PPS full clinical quality committee		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Once approved by clinical quality committee, cascade protocols to providers through multi-faceted communication, training, and education channels		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Assess ST & LT medical, BH and social needs of chronic super utilizers and identify/arrange short term and post-acute services in accordance with PPS standards/recommendations		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Develop PPS wide compliance monitoring process to ensure providers are using protocols correctly, analytics for pop health		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
management of chronically ill super utilizers										
Milestone #6 Ensure medical records and post-discharge care plans are transmitted in a timely manner to the patient's primary care provider and frequently used specialists.	DY4 Q2	Project	N/A	In Progress	06/15/2015	09/30/2018	06/15/2015	09/30/2018	09/30/2018	DY4 Q2
Task EHR meets Meaningful Use Stage 2 CMS requirements; Documentation exhibiting timely transfer of patient medical records to patient's PCP and specialists, as appropriate		Project		In Progress	06/15/2015	09/30/2018	06/15/2015	09/30/2018	09/30/2018	DY4 Q2
Task Map data flow points and draft potential paths required for project patient engagement and Domain 1 requirements		Project		In Progress	06/15/2015	06/30/2017	06/15/2015	06/30/2017	06/30/2017	DY3 Q1
Task Assess barriers to transfer and use of post-discharge care plans developed by housing providers		Project		In Progress	02/15/2016	09/30/2017	02/15/2016	09/30/2017	09/30/2017	DY3 Q2
Task Establish PPS guidelines for secure transfer of patient information across project providers within standardized timeframes throughout project patient engagement process. Guidelines should cover both paper and electronic record keeping and information sharing.		Project		In Progress	08/01/2016	09/30/2017	08/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Work with PPS IT/IDS to develop and implement plan for partner EMR use, connectivity to RHIO &/or PPS Care Management Platform; Assure adherence to applicable HIPAA requirements. Identify interim strategies pre-IT solution.		Project		Not Started	03/01/2017	12/31/2017	07/01/2017	05/02/2018	06/30/2018	DY4 Q1
Task Develop PPS wide compliance monitoring process to provide quality assurance overseeing the transfer of patient information between providers		Project		Not Started	10/01/2017	09/30/2018	10/01/2017	09/30/2018	09/30/2018	DY4 Q2
Milestone #7 Establish procedures to connect the patient to their Health Home (if a HH member) care manager in the development of the transitional housing plan or provide a "warm" referral for assessment and enrollment into a Health Home (with assignment of a care manager).	DY2 Q4	Project	N/A	Completed	09/15/2015	03/31/2017	09/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures are in place among hospitals and health homes for engagement/assignment of a care manager.		Project		Completed	09/15/2015	03/31/2017	09/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Conduct current state environmental assessment/SWOT of HH		Project		Completed	12/31/2015	03/31/2017	12/31/2015	03/31/2017	03/31/2017	DY2 Q4



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care management. Assessment to include current capacity, workflows (including referral initiation and discharge), communication protocols between care team & other providers (partic Hospitals) and efficacy of each HH lead to conduct oversight & quality assurance.										
Task Develop & Implement standardized protocols to assess patient Health Home enrollment and/or eligibility and identify or assign HH care manager within specific time frame post-admission		Project		On Hold	11/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Establish MOUs between partner hospitals and Health Homes		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop Quality Assurance mechanisms (to monitor compliance on timing of assessment, care manager engagement, involvement in discharge planning, documentation, HH Care Manager Follow up)		Project		On Hold	01/15/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #8 Use EHRs and other technical platforms to track all patients engaged in the project.	DY2 Q4	Project	N/A	Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop preliminary patient eligibility criteria using federal guidelines and engagement protocol/minimum standards based on NYS DSRIP Project Toolkit		Project		Completed	06/15/2015	10/15/2015	06/15/2015	10/15/2015	12/31/2015	DY1 Q3
Task Gather data (provider, claims) to profile "high risk" patients based on discernible patterns of housing instability and super utilization		Project		Completed	12/01/2015	11/30/2016	12/01/2015	11/30/2016	12/31/2016	DY2 Q3
Task Map data flow points and draft potential paths required for project patient engagement and Domain 1 requirements		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop partner responsibility requirements to track and report engagement (initially short term, revised based on partner HIT infrastructure review to identify long term strategies)		Project		Completed	09/15/2015	11/30/2016	09/15/2015	11/30/2016	12/31/2016	DY2 Q3
Task Inventory existing partner HIT infrastructure and identify gaps in current reporting and data management capabilities		Project		Completed	10/15/2015	09/30/2016	10/15/2015	09/30/2016	09/30/2016	DY2 Q2
Task Establish guidelines, tools and workflow/protocol for patient		Project		Completed	04/15/2016	12/31/2016	04/15/2016	12/31/2016	12/31/2016	DY2 Q3



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
eligibility screening (pre-flagging mechanisms based on high risk profiles + assessment and initial engagement)										
Task Establish guidelines, tools and workflow/process for patient engagement (revise preliminary protocol)		Project		Completed	11/30/2016	03/31/2017	11/30/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop quality assurance processes and analytics for oversight		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Develop protocols to identify chronically ill super-utilizers who qualify for this service. Once identified, this targeted population will be monitored using a priority listing for access to transitional supportive housing.	db436102	Documentation/Certification	9_DY2Q4_PROJ2bvi_MDL2bvi3_PRES2_DOC_View_-_DY2Q4_2bvi_M2_Supporting_Documentation_PDF_11422.pdf	DY2Q4 2bvi M2 Supporting Documentation PDF	04/22/2017 09:45 PM
Establish MOUs and other service agreements between participating hospitals and community housing providers to allow the supportive housing and home care services staff to meet with patients in the hospital and coordinate the transition.	db436102	Documentation/Certification	9_DY2Q4_PROJ2bvi_MDL2bvi3_PRES3_DOC_View_-_DY2Q4_2bvi_M3_Supporting_Documentation_PDF_11423.pdf	DY2Q4 2bvi M3 Supporting Documentation PDF	04/22/2017 09:47 PM
Develop transition of care protocols to ensure all chronically ill super-utilizers receive appropriate health care and community support including medical, behavioral health, post-acute care, long-term care and public health services.	db436102	Documentation/Certification	9_DY2Q4_PROJ2bvi_MDL2bvi3_PRES5_DOC_View_-_DY2Q4_2bvi_M5_Supporting_Documentation_PDF_11424.pdf	DY2Q4 2bvi M5 Supporting Documentation PDF	04/22/2017 09:49 PM
Establish procedures to connect the patient to their Health Home (if a HH member) care manager in the development of the transitional housing plan or provide a "warm" referral for assessment and enrollment into a Health Home (with assignment of a care manager).	db436102	Documentation/Certification	9_DY2Q4_PROJ2bvi_MDL2bvi3_PRES7_DOC_View_-_DY2Q4_2bvi_M7_Supporting_Documentation_PDF_11425.pdf	DY2Q4 2bvi M7 Supporting Documentation PDF	04/22/2017 09:50 PM
Use EHRs and other technical platforms to track all patients engaged in the project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2bvi_MDL2bvi3_PRES8_BASE_DY2Q4_2bvi_M8_Supporting_Document_170410_10260.pdf	DY2Q4 2bvi M8 Supporting Document 170410.pdf	04/14/2017 10:59 AM



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Partner with community housing providers and home care service organizations to develop transitional supportive housing for high-risk patients.	
Develop protocols to identify chronically ill super-utilizers who qualify for this service. Once identified, this targeted population will be monitored using a priority listing for access to transitional supportive housing.	DY2Q4 2bvi M2 Supporting Documentation PDF
Establish MOUs and other service agreements between participating hospitals and community housing providers to allow the supportive housing and home care services staff to meet with patients in the hospital and coordinate the transition.	
Establish coordination of care strategies with Medicaid Managed Care Organizations to ensure needed services at discharge are covered and in place at the transitional supportive housing site.	
Develop transition of care protocols to ensure all chronically ill super-utilizers receive appropriate health care and community support including medical, behavioral health, post-acute care, long-term care and public health services.	
Ensure medical records and post-discharge care plans are transmitted in a timely manner to the patient's primary care provider and frequently used specialists.	
Establish procedures to connect the patient to their Health Home (if a HH member) care manager in the development of the transitional housing plan or provide a "warm" referral for assessment and enrollment into a Health Home (with assignment of a care manager).	
Use EHRs and other technical platforms to track all patients engaged in the project.	DY2Q4 2bvi Milestone 8 Narrative: Please see the attached "DY2Q4 2bvi M8 Supporting Document 170410.pdf" file showing achievement of the Milestone.

Milestone Review Status

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



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Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #7	Pass & Complete	
Milestone #8	Pass & Complete	



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✓ IPQR Module 2.b.vi.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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 2.b.vi.5 - IA Monitoring

Instructions :



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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.

R: Patient Engagement commitments are at risk as the target population has depleted through Hot Spot Outreach, and the Flourish Data Base restricts Re-Administering PAM across Groups. Thus, patients are being engaged, but partners are not allowed to report into Flourish.
M: Continued dialogue between FLPPS and Insignia Health to adapt Flourish and promote partner collaboration to report under Activation Networks and not individual Groups.

R: Provider Collaboration for project implementation: Primary care providers, physicians and clinicians often are not aware of the value of community based care or may even devalue the importance of collaborations with CBOs.
M: i) Educating providers about the importance of patient and cultural activation of recipient of care; ii) Robust cultural competence training for providers; iii) FLPPS will coordinate through CC & HL committee to establish guidelines, MOUs and similar type of agreement documents to provide support to Providers as to how best to establish needed partnerships

R: Provider Culture and Behavior: a) Providers are typically in charge and often assume they know what's best for the patient. Activated patients taking due ownership of health care and being knowledgeable about their conditions can pose threats to established status quo and cultural power norms during service visits; b) Provider stigma surrounding Medicaid and Medicaid patients, where assumptions can lead to providers delivering subpar levels of service to these patients.
M: i) Educating providers about the importance of patient and cultural activation of recipient of care; ii) Robust cultural competence training for providers including topics such as the dynamics of power and privilege and its impact on the patient's health outcomes, in addition to encouraging a culture of support and openness towards socially and economically vulnerable groups.



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✔ 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 "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	56,253

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	5,225	12,963	22,641	32,321
	Quarterly Update	3,175	9,043	15,758	27,737
	Percent(%) of Commitment	60.77%	69.76%	69.60%	85.82%
IA Approved	Quarterly Update	0	5,860	0	20,932
	Percent(%) of Commitment	0.00%	45.21%	0.00%	64.76%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (27,737) does not meet your committed amount (32,321) for 'DY2,Q4'

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di2_PES_BASE_2di_MAPP_DY2Q4_-_PHI_-_FLPPS_13852.xlsx	2di MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:14 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY2,Q4.



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✔ 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.

Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 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.	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify CBO partners from FLPPS pre-contracting data assessment.		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Identify CBOs that are within target population hot spots and develop a process to contract with CBOs to engage in coordinated patient activation activities and PAM administration ensuring partnering with mental health and substance abuse providers and faith communities.		Project		Completed	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Conduct gap-analysis in services and resources (e.g. community health worker capacity) provided by project partners within identified hot spots, and use as guide to drive meaningful collaborations.		Project		In Progress	08/01/2015	06/30/2017	08/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Finalize contracts, memorandums of understanding, with CBOs		Project		In Progress	10/01/2015	12/31/2017	10/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task Develop a quality assurance process to review partnership agreements and outcomes of engagement efforts		Project		In Progress	01/01/2016	12/31/2017	01/01/2016	12/31/2017	12/31/2017	DY3 Q3
Milestone #2 Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.	DY2 Q4	Project	N/A	Completed	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Patient Activation Measure(R) (PAM(R)) training team		Project		Completed	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
established.										
Task Determine number of project partners from pre-contracting data assesment and identify per organization potential sites for PAM administration.		Project		Completed	06/01/2015	08/31/2015	06/01/2015	08/31/2015	09/30/2015	DY1 Q2
Task Create PAM training strategy using Train the Trainer Model and training done in phases or waves of agencies approach (e.g. early adopter agencies vs. later phase adopter agencies), with central coordination by FLPPS.		Project		Completed	06/01/2015	12/31/2016	06/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Create Patient Engagement expertise training strategy that is complimentary to PAM training using Train the Trainer Model and training done in phases or waves of agencies approach (e.g. early adopter agencies vs. later phase adopter agencies), with central coordination by FLPPS.		Project		Completed	06/01/2015	12/31/2016	06/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Establish job description for PAM trainers and PAM administrators and disseminate to project participant providers		Project		Completed	06/01/2015	08/16/2015	06/01/2015	08/16/2015	09/30/2015	DY1 Q2
Task Integrate cultural and linguistic competency as well as health literacy trainings (with established standards) in long term PAM and Patient engagement expertise training strategy by coordinating with identified CC/HL strategy vendor.		Project		Completed	08/31/2015	09/30/2016	08/31/2015	09/30/2016	09/30/2016	DY2 Q2
Task Establish reporting guidelines manual for organizations administering PAM that will include guidance on data to be reported on trainers (e.g. names of trainers, dates of training, location etc.) and process for reporting patient engagement data.		Project		Completed	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Coordinate PAM training with providers through Insignia		Project		Completed	07/24/2015	03/31/2017	07/24/2015	03/31/2017	03/31/2017	DY2 Q4
Task Coordinate Patient Engagement training through identified training vendor		Project		Completed	07/27/2015	08/31/2015	07/27/2015	08/31/2015	09/30/2015	DY1 Q2
Task Establish protocols for PAM patient engagement expertise trained team to be evaluated at intervals and on-going training as new patient engagement training –and educations methods arise. Evaluation will also include shadowing/obeserving and monitoring of FLPPS coordinated PAM and Patient engagement training sessions by relevant groups to help optimize training efficacy.		Project		Completed	07/24/2015	03/31/2017	07/24/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Establish a PAM team community (periodic conferences to do trainings, etc.); as well as a communication infrastructure (like CMMI's "wiggios") or a FLPPS "Facebook" approach to ask questions, send out updates, share learned lessons etc. across the network.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Milestone #3 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.	DY2 Q4	Project	N/A	Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Analysis to identify "hot spot" areas completed and CBOs performing outreach engaged.		Project		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Define hot spots using project team members and Partnership for the Uninsured (local cross regional collaborative comprised of agencies serving the uninsured).		Project		Completed	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify and map hot spots by target audience using a variety of data sources (e.g. salient, enroll America, project partner listing, community forums)		Project		Completed	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Work with FLPPS data analytics staff in conjunction with feedback from the FLPPS 5 regional Naturally Occuring Care Network (NOCN) workgroups (comprised of FLPPS regional partners) and community forums to prioritize hot spots where targeted outreach activities can be orchestrated with project partners in those spots.		Project		Completed	08/31/2015	09/30/2016	08/31/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify CBOs that have trusted relationships within hot spot areas, particularly priority hot spots, and are currently conducting validated successful outreach to target audience.		Project		Completed	06/01/2015	01/31/2017	06/01/2015	01/31/2017	03/31/2017	DY2 Q4
Task Finalize contracts, memorandums of understanding, with CBOs in identified "hot spots"		Project		Completed	06/01/2015	03/31/2017	06/01/2015	03/31/2017	03/31/2017	DY2 Q4
Milestone #4 Survey the targeted population about healthcare needs in the PPS' region.	DY2 Q4	Project	N/A	Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Community engagement forums and other information-gathering mechanisms established and performed.		Project		Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Collaborate with relevant partners (for e.g. CBOs, NOCN workgroups) to identify forums where the needs of target population and their barriers to health care can be assessed or collected for e.g. Anti-Poverty Initiative in Rochester is currently doing so and the project team will partner with this effort.		Project		Completed	06/15/2015	06/30/2016	06/15/2015	06/30/2016	06/30/2016	DY2 Q1
Task Create strategy to collect information on the healthcare needs and barriers to care from various identified priority under-utilizer populations e.g. deaf community, migrant workers, refugees, previously incarcerated, high risk youth etc., in various formats - including, focus groups, survey administration, web based portal, through texting, social media platform, and community gatherings.		Project		Completed	06/15/2015	09/30/2016	06/15/2015	09/30/2016	09/30/2016	DY2 Q2
Task Work with community partners (for e.g. CBOs, NOCN workgroups) and project organizations to collect this information.		Project		Completed	06/15/2015	03/31/2017	06/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop a process to analyze and utilize this data at provider and consumer level		Project		Completed	09/30/2015	03/31/2017	09/30/2015	03/31/2017	03/31/2017	DY2 Q4
Milestone #5 Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.	DY3 Q4	Project	N/A	In Progress	06/15/2015	03/31/2018	06/15/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS Providers (located in "hot spot" areas) trained in patient activation techniques by "PAM(R) trainers".		Project		In Progress	06/15/2015	03/31/2018	06/15/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine number of project partners from pre-contracting data assessment and identify those that are in hot spots.		Project		Completed	06/15/2015	12/31/2016	06/15/2015	12/31/2016	12/31/2016	DY2 Q3
Task Identify providers to be trained with project partners within hot spots, particularly hot spots that have been prioritized based on certain criteria.		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Work with identified workforce and CC/HL vendors/s to create provider training strategy that incorporates patient engagement expertise including adopting consumer choice driven approaches in service delivery		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Coordinate and execute identified training modules with providers		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3



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utilizing persons trained in PAM and patient activation										
Task Develop a process for tracking and documenting providers who were trained		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Establish protocols for providers trained in PAM utilization and patient engagement expertise to have access to refresher programs and on-going training as new patient engagement training and educations methods arise.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone #6 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 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.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Determine PPS criteria to select MCO(s) for engagement and identify key MCO(s) based on such criteria		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Coordinate with MCO representatives to obtain list of PCPs assigned to NU and LU enrollees		Project		On Hold	10/01/2015	01/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop protocols and procedures between MCOs and PPS around the reconnecting of disconnected Medicaid enrollees to their PCP and preventative care services, including potential need for case management support to take persons to needed		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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appointments.										
Task Establish LU, NU, UI FLPPS centralized patient registry using data from MCOs and DOH and create data exchange process for project partner organizations to input additional information (add new patients) and to receive information so as to perform targeted outreach to underutilizers.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop and implement targeted outreach and education activities to identified patient listings as coordinated by FLPPS strategic education and outreach patient workgroup (See Requirement #9 Step 8) and MCO partners.		Project		On Hold	02/28/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #7 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.	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify tool for tracking (Insignia and/or RHIO linked case management platform) patients that allows capacity for FLPPS partner organizations administering PAM to communicate if PAM due or done (flag) on patient and to capture baseline information of cohort.		Project		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish reporting guidelines/ protocols for project partner agencies to report by NU, LU, and UI numbers and levels of PAM engagement using Insignia Survey administration tool.		Project		Completed	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish centralized database or access points to existing where PPS can check in on an individual person's PAM score in case multiple points of contact exist in the PPS for a patient to allow for accurate aggregation of patient cohort data to state.		Project		Completed	07/22/2015	03/31/2016	07/22/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish a process to provide support for training for PAM reporting particularly with CBOs that currently have limited resources.		Project		Completed	12/31/2015	03/31/2016	12/31/2015	03/31/2016	03/31/2016	DY1 Q4



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Task Define time period to aggregate baseline cohort (Specific date and time)		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Milestone #8 Include beneficiaries in development team to promote preventive care.	DY2 Q4	Project	N/A	Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Beneficiaries are utilized as a resource in program development and awareness efforts of preventive care services.		Project		Completed	05/01/2015	03/31/2017	05/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop protocols for conducting focus groups including recruitment guidelines, consent forms. Base protocols on evidence based guidelines and in conjunction with identified community partners who have expertise in consumer engagement.		Project		Completed	05/01/2015	06/15/2015	05/01/2015	06/15/2015	06/30/2015	DY1 Q1
Task Work with community partners to conduct focus groups with representative members of target population in both urban and rural settings to inform development of project implementation plan.		Project		Completed	06/15/2015	07/15/2015	06/15/2015	07/15/2015	09/30/2015	DY1 Q2
Task Create process for the development and sustainability of a FLPPS patient advisory council ensuring representation from rural and urban settings, as well as ethno cultural diversity.		Project		Completed	05/01/2015	01/31/2017	05/01/2015	01/31/2017	03/31/2017	DY2 Q4
Task Develop a mechanism for reimbursing or incentivizing project beneficiaries that sit on patient advisory council.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Work with community partners, NOCN workgroups and FLPPS identified CC/HL vendor expertise to recruit and develop a patient advisory board.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish additional forums to gain consumer feedback and involvement in the development of PPS coordinated outreach and education events e.g. volunteering on strategic and education patient outreach workgroup (Referenced in Requirement 9, Step 8), focus groups in hot spot areas, utilizing social media and other electronic platforms to solicit ideas, recommendations and feedback		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Provide recommendations and suggested resources to project		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4



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partners as to how best to incorporate patient or consumer feedback into patient engagement program development teams.										
Milestone #9 Measure PAM(R) components, including: <ul style="list-style-type: none"> • 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. • Individual member's score must be averaged to calculate a baseline measure for that year's cohort. • The cohort must be followed for the entirety of the DSRIP program. • 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. • If the beneficiary is deemed to be LU & 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. • The PPS will NOT be responsible for assessing the patient via PAM(R) survey. • PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes. • Provide member engagement lists to relevant insurance companies (for NU & LU populations) on a monthly basis, as well as to DOH on a quarterly basis. 	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Performance measurement reports established, including but not limited to: <ul style="list-style-type: none"> - 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 		Project		In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4



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- 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										
Task Develop a simple screen for navigators to detect UI, NU, LU self-report screener, and build into integrated case management platform in long term. In short term (first phase) establish simple stand-alone registry (e.g. excel) to detect target population.		Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Utilize patient advisory groups to create guidelines for demographic data being collected about project beneficiaries by project partners to have CLC considerations to inform community navigator when connecting project beneficiaries to PCP and other services for a more patient centered approach.		Project		In Progress	07/01/2015	12/31/2017	07/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task As guidance to project partner organizations create project workflow(s) that show how PAM can be incorporated in various settings.		Project		Completed	04/30/2015	09/30/2016	04/30/2015	09/30/2016	09/30/2016	DY2 Q2
Task As guidance to project partner organizations create workflow for following project beneficiaries who move frequently/do not interface with system often and where possible points of opportunity may be to access or engage project beneficiaries.		Project		In Progress	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Establish reporting guidelines/ protocols for project partner agencies to report by NU, LU, and UI numbers and levels of PAM engagement using Insignia Survey administration tool.		Project		Completed	06/14/2015	03/31/2016	06/14/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish centralized database or access points to existing where PPS can check in on an individual person's PAM score in case multiple points of contact exist in the PPS for a patient to allow for accurate aggregation of patient cohort data to state.		Project		Completed	07/22/2015	03/31/2016	07/22/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish LU, NU, UI FLPPS centralized patient registry and create data exchange process for project partner organizations to input information and to receive information so as to perform targeted outreach to underutilizers and follow up engagement encounters particularly change in insurance status, PCP, dental and behavioral health appointments.		Project		In Progress	10/01/2015	03/31/2017	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task		Project		In Progress	10/01/2015	02/28/2017	10/01/2015	08/31/2017	09/30/2017	DY3 Q2



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Establish a PPS driven strategic education and outreach patient working group informed by CC/HL committee and having representative consumers as members that will work in partnership with project partners and CBOs to develop and implement centrally coordinated outreach and education events/ materials tailored to target populations.										
Task Implement centrally coordinate activities in conjunction with CC/HL branch of FLPPS that will focus on increasing patient awareness of health activation (defined), local health care resources, knowing health care choices, changing patient and provider culture around importance of health activation.		Project		In Progress	11/30/2015	03/31/2018	11/30/2015	03/31/2018	03/31/2018	DY3 Q4
Task Coordinate with FLPPS identified workforce vendor/s to incorporate PAM training and/education (usefulness of tool, appropriate utilization for e.g.) into workforce training strategy for identified clinician workforce.		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Train identified clinician workforce in PAM utilization and include in effort identified physician PAM champions/ advocates to increase provider buy-in		Project		In Progress	06/30/2016	03/31/2018	06/30/2016	03/31/2018	03/31/2018	DY3 Q4
Task Coordinate with relevant agencies (e.g. insurance, MCO) and project partners to establish communication loops from community navigator placed at hot spot or site of PAM administration to PCP/integrated care team and back to hot spot to ensure follow-through.		Project		In Progress	06/30/2016	03/31/2018	06/30/2016	03/31/2018	03/31/2018	DY3 Q4
Task Define "bridge" so it is operationalized (e.g., information given, appointment made, etc.) as clear concept that agencies can clearly report		Project		In Progress	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Milestone #10 Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.	DY3 Q4	Project	N/A	In Progress	08/31/2015	03/31/2018	08/31/2015	03/31/2018	03/31/2018	DY3 Q4
Task Volume of non-emergent visits for UI, NU, and LU populations increased.		Project		In Progress	08/31/2015	03/31/2018	08/31/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine baseline of non-emergent visits for NU and LU using salient claims data. Ensure data fidelity by cross referencing with project partner organizations data. Use reconciled data as		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2



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baseline.										
Task Develop protocols or guidelines for self-reporting data on UI for non-emergent visits and disseminate to relevant project partners.		Project		In Progress	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Determine baseline of non-emergent visits for UI by collecting self-reported data from partner organizations serving the uninsured. Develop process for determining validity of data.		Project		In Progress	12/31/2015	09/30/2017	12/31/2015	09/30/2017	09/30/2017	DY3 Q2
Task Engage relevant agencies (e.g. MCOs, health homes, insurance) and project partner organizations of identified NU, LU member lists around reconnecting persons to PCP.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Perform targeted outreach to member lists in partnership with relevant agency or project partner and with FLPPS strategic outreach and education patient workgroup (See Requirement 9, Step 8) and other needed community partners.		Project		In Progress	02/28/2016	03/31/2018	02/28/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify new providers within and outside of FLPPS network who will be willing to take on determined numbers of Medicaid patients to serve population for referral and increased access to care.		Project		In Progress	11/01/2015	03/31/2018	11/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Work with FLPPS transportation committee to coordinate transportation solutions with project partners to increase project beneficiaries' capacity to get to non-urgent visits.		Project		In Progress	08/31/2015	03/31/2018	08/31/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone #11 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.	DY3 Q4	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Community navigators identified and contracted.		Provider	PAM(R) Providers	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine project partners who are CBO's and identify CBOs within hot spot areas and are currently conducting outreach to target audience. Utilize project SME team, NOCN workgroups		Project		In Progress	04/01/2015	12/31/2017	04/01/2015	12/31/2017	12/31/2017	DY3 Q3



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and CCHL committee to identify key CBOs.										
Task Coordinate with FLPPS identified workforce vendor/s to assess community navigator capacity, shortages, and strategies to fill gaps.		Project		In Progress	10/01/2015	06/30/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Develop criteria or job description for desired community navigator.		Project		Completed	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Share criteria with identified CBOs and ask CBO's to identify potential community navigator to be trained in connectivity to health care resources. (These will likely overlap with community navigators trained in PAM see Requirements 2, 13, 15).		Project		Completed	11/01/2015	09/30/2016	11/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop contracting process for PPS to support these identified (hired, redeployed) community navigators.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Train identified community navigators in connectivity to health care resources and insurance, particularly in helping consumers understand their choices and being able to articulate to providers what they need to understand to inform health care choices.		Project		In Progress	02/28/2016	03/31/2018	02/28/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop a process for tracking and documenting community navigators who were trained		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Milestone #12 Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures for customer service complaints and appeals developed.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Explore avenues or options for project beneficiaries to report complaints and receive customers service from project partners,		Project		Completed	11/30/2015	02/28/2017	11/30/2015	02/28/2017	03/31/2017	DY2 Q4
Task Establish guidelines for project partners to refine/ develop a process for project beneficiaries to report complaints and receive customer service		Project		Completed	12/31/2015	02/28/2017	12/31/2015	02/28/2017	03/31/2017	DY2 Q4
Task Establish a protocol for the PPS to compile and aggregate consumer complaint reports from project partners.		Project		On Hold	12/31/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task		Project		On Hold	11/30/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Establish quality improvement committee that will oversee partner agencies' aggregate Medicaid complaint reports and provide recommendations for improvement.										
Task Establish additional forums for patients/ Medicaid recipients to report complaints and all/other feedback e.g. portal on FLPPS for PPS customers to report complaints, mobile app, text banks and social media forums.		Project		Completed	10/01/2015	03/30/2016	10/01/2015	03/30/2016	03/31/2016	DY1 Q4
Task Work with strategic education and outreach work group (Referenced in Requirement 9, Step 8) to publicize to wider community as well as within project partner organizations forums to report complaints and/ or avenues to receive customer service.		Project		On Hold	01/30/2016	01/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #13 Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).	DY2 Q4	Project	N/A	Completed	06/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task List of community navigators formally trained in the PAM(R).		Provider	<u>PAM(R) Providers</u>	Completed	06/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Determine number of project partners from pre-contracting data assessment and identify per organization potential sites for PAM administration.		Project		Completed	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Create strategy to train identified community navigator workforce in PAM, connecting project beneficiaries to care based on level of engagement and being able to educate project beneficiaries in needed competencies (self-advocacy, navigating health system, insurance options, availability and choice of health care resources). Strategy take into consideration a complimentary training approach to existing trainings to minimize duplication of efforts and undue organizational burden.		Project		Completed	06/15/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Identify best practice or evidence based trainings that will be used to train community navigators in addition to the PAM training, and including patient engagement expertise and cultural and linguistic competence.		Project		Completed	08/31/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Determine menu of training options (ideally that are pre-existing and vetted by patient advisory groups and relevant community partners) such as Insignia toolkit offerings for tailored activation		Project		Completed	10/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
approaches based on scores.										
Task Establish the FLPPS 'manual' for evidence based or best practice training offerings, including our 'checklist' that should go in there for the newly trained folks to use during their own delivery, details of training (e.g. scheduled training dates, location or website, costs etc.)		Project		Completed	10/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Milestone #14 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.	DY3 Q4	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Community navigators prominently placed (with high visibility) at appropriate locations within identified "hot spot" areas.		Provider	PAM(R) Providers	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify partner agencies within hot spots, as well as CBO's contracted and determine number of community navigators available for deployment within hot spots.		Project		In Progress	10/01/2015	12/31/2017	10/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task Create strategy to deploy community navigators in hot spots and protocols for referrals and hand-offs (particularly warm-hand offs)of project beneficiaries to needed resources.		Project		In Progress	10/31/2015	03/31/2017	10/31/2015	12/31/2017	12/31/2017	DY3 Q3
Task Establish a strategy that helps ensure deployed community navigators are receiving due skills based training in cultural and linguistic training (Incorporated in CC/HL training strategy)		Project		In Progress	10/31/2015	07/01/2017	10/31/2015	07/01/2017	09/30/2017	DY3 Q2
Task Establish education plan for PPS providers regarding availability of community navigators in hot spots.		Project		In Progress	10/31/2015	12/31/2017	10/31/2015	12/31/2017	12/31/2017	DY3 Q3
Task Establish a plan to engender formal agreements with organizations serving Medicaid population with PPS to refer clients to community navigator program.		Project		In Progress	10/31/2015	03/31/2018	10/31/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish education plan for members of wider community to be aware of deployed community navigators in hot spots.		Project		In Progress	10/31/2015	03/31/2018	10/31/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish community navigator presence in communities through CBO partnerships.		Project		In Progress	06/30/2016	03/31/2018	06/30/2016	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #15 Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.	DY3 Q4	Project	N/A	In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Navigators educated about insurance options and healthcare resources available to populations in this project.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine appropriate resources for insurance options and health care resources and partner with FLPPS workforce and CC/HL vendors to incorporate education on these resources into training strategy for navigators. Utilization of local resources to educate navigators will be made a priority.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify best practice guidelines for how to help a person get insurance that is driven by patient priorities and choice. Make guidelines available to project partner agencies to disseminate to identified community navigator workforce.		Project		In Progress	10/31/2015	03/31/2018	10/31/2015	03/31/2018	03/31/2018	DY3 Q4
Task Implement education and training strategy for identified navigator workforce		Project		In Progress	06/30/2016	03/31/2018	06/30/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop a process for tracking and documenting community navigators who were trained		Project		In Progress	10/01/2015	12/31/2017	10/01/2015	12/31/2017	12/31/2017	DY3 Q3
Milestone #16 Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.	DY3 Q4	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Timely access for navigator when connecting members to services.		Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Define 'timely access' as it relates to receiving care. Utilize known standards to set protocols for this, e.g. PCMH. For social support services (e.g. housing) and dental, utilize project team SMEs to help define 'timely' access to those appointments.		Project		In Progress	10/01/2015	03/31/2017	10/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Establish protocol for recommended guideline of care/ referral based on level of engagement as measured by PAM and Establish degrees of community navigator services based on PAM scores (i.e. score of 1 or 2 = one-on-one support; score of 3 or 4 = telephone support + more if desired by customer, etc.)		Project		In Progress	06/01/2015	03/31/2017	06/01/2015	06/30/2017	06/30/2017	DY3 Q1



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Task Create education plan for providers, community navigators and call center referral staff to become to be guided by protocols in above step.		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Create a strategy to educate providers, particularly PCPs about how to improve access, intake of patients and impact of DSRIP on health care practice		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Establish a monitoring/ auditing system that will allow the PPS to oversee agency reports on timely access to care		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Establish a plan to promote community navigators ability to build relationships with local PCP offices to facilitate ease of referral.		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Milestone #17 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.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Collaborate with project teams (including but not limited to 4.a.iii, 4.b.ii, and 2.a.i) and FLPPS committees (including but not limited to Clinical and Cultural Competency/Health Literacy) to identify high risk/target populations of FLPPS and specify the clinical data required to track this population.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Survey safety net providers for existing HIT capabilities as part of the IT Current State Assessment.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Map assets by county (clinical providers, CBOs, evidence-based programs)		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Configure FLPPS data repository for operations, pending NYS Capital Award		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish connection between FLPPS central data repository and RHIO data repository to facilitate sharing of patient data, including definition, normalization, and validation of incoming		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
data elements for inclusion in a consolidated, relational dataset.										
Task Collect initial clinical and claims data sets from the RHIOs, early participating programs, NYSDOH, and other partners, as available.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Implement IT infrastructure required to support Population Health Management (including reporting).		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish registries of identified high risk / PPS target population patients		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop audit process to ensure report accuracy and validate with IT and Clinical oversight committees		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify method to distribute reports to safety net providers and PPS contracted care managers as appropriate		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES2_BASE_DY2Q4_2di_M2_Supporting_Document_170410_9857.pdf	DY2Q4 2di M2 Supporting Document 170410.pdf	04/11/2017 08:48 AM
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.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES3_BASE_DY2Q4_2di_M3_Supporting_Document_170410_9866.pdf	DY2Q4 2di M3 Supporting Document 170410.pdf	04/11/2017 08:56 AM
Survey the targeted population about healthcare needs in the PPS' region.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES4_BASE_DY2Q4_2di_M4_Supporting_Document_170410_9883.pdf	DY2Q4 2di M4 Supporting Document 170410.pdf	04/11/2017 09:09 AM
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	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES6_BASE_DY2Q4_2di_M6_Supporting_Document_170413_10302.pdf	DY2Q4 2di M6 Supporting Document 170413.pdf	04/14/2017 01:48 PM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
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 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.					
Include beneficiaries in development team to promote preventive care.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES8_BASE_DY2Q4_2di_M8_Supporting_Document_170410_10037.pdf	DY2Q4 2di M8 Supporting Document 170410.pdf	04/12/2017 01:58 PM
Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES12_BASE_DY2Q4_R_2di_M12_Remediation_170616_15298.pdf	DY2Q4R 2di M12 Remediation 170616.pdf	06/16/2017 03:47 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES12_BASE_DY2Q4_2di_M12_Supporting_Document_170413_10570.pdf	DY2Q4 2di M12 Supporting Document 170413.pdf	04/18/2017 10:06 AM
Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES13_BASE_DY2Q4_R_2di_M13_Remediation_170616_15301.pdf	DY2Q4R 2di M13 Remediation 170616.pdf	06/16/2017 04:06 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES13_BASE_DY2Q4_2di_M13_Community_Navigators_List_170418_10890.xlsx	DY2Q4 2di M13 Community Navigators List 170418.xlsx	04/19/2017 01:19 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES13_BASE_DY2Q4_2di_M13_Supporting_Document_170410_10555.pdf	DY2Q4 2di M13 Supporting Document 170410.pdf	04/18/2017 09:39 AM
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.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ2di_MDL2di3_PRES17_BASE_DY2Q4_2di_M17_Supporting_Document_170410_10727.pdf	DY2Q4 2di M17 Supporting Document 170410.pdf	04/18/2017 02:29 PM

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.	DY2Q4 2di Milestone 2 Narrative: Please see the attached "DY2Q4 2di M2 Supporting Document 170410.pdf" file showing achievement of the Milestone.
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.	DY2Q4 2di Milestone 3 Narrative: Please see the attached "DY2Q4 2di M3 Supporting Document 170410.pdf" file showing achievement of the Milestone.



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Survey the targeted population about healthcare needs in the PPS' region.	DY2Q4 2di Milestone 4 Narrative: Please see the attached "DY2Q4 2di M4 Supporting Document 170410.pdf" file showing achievement of the Milestone.
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"> • 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 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. 	DY2Q4 2di Milestone 6 Narrative: Please see the attached "DY2Q4 2di M6 Supporting Document 170413.pdf" file showing achievement of the Milestone. FLPPS placed three of the six tasks of this Milestone as "On Hold", given that the tasks as originally outlined were not needed to accomplish the Milestone. The tasks did not describe the work that had to be done by FLPPS to accomplish the work of this Milestone.
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.	
Include beneficiaries in development team to promote preventive care.	DY2Q4 2di Milestone 8 Narrative: Please see the attached "DY2Q4 2di M8 Supporting Document 170410.pdf" file showing achievement of the Milestone.
Measure PAM(R) components, including: <ul style="list-style-type: none"> • 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. • Individual member's score must be averaged to calculate a baseline measure for that year's cohort. • The cohort must be followed for the entirety of the DSRIP program. • 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. • If the beneficiary is deemed to be LU & NU but has a 	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
<p>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.</p> <ul style="list-style-type: none"> • The PPS will NOT be responsible for assessing the patient via PAM(R) survey. • PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes. • Provide member engagement lists to relevant insurance companies (for NU & LU populations) on a monthly basis, as well as to DOH on a quarterly basis. 	
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.	
Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.	<p>DY2Q4 2di Milestone 12 Remediation Narrative: Please see the attached "DY2Q4R 2di M12 Remediation 170616.pdf" file addressing the Remediation item requested by the IA. Each of the files shown on the table of Page 2 are provided as sequential pages within the same PDF file.</p> <p>DY2Q4 2di Milestone 12 Narrative: Please see the attached "DY2Q4 2di M12 Supporting Document 170413.pdf" file showing achievement of the Milestone. FLPPS placed three of the seven tasks of this Milestone as "On Hold", given that the tasks as originally outlined were not needed to accomplish the Milestone. The tasks did not describe the work that had to be done by FLPPS to accomplish the work of this Milestone. This milestone is complete as Partners provided FLPPS with Procedures and protocols for Medicaid recipients and project participants to report complaints and receive customer service.</p>
Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).	<p>DY2Q4 2di Milestone 13 Remediation Narrative: Please see the attached "DY2Q4R 2di M13 Remediation 170616.pdf" file addressing the Remediation item requested by the IA. Each of the files shown on the table of Page 2 are provided as sequential pages within the same PDF file.</p> <p>DY2Q4 2di Milestone 13 Narrative: Please see the attached "DY2Q4 2di M13 Supporting Document 170410.pdf" file showing achievement of the Milestone. Also attached is the "DY2Q4 2di M13 Community Navigators List 170418.xlsx" file, to satisfy the Task 1, PAM Providers requirement: List of community navigators formally trained in the PAM(R).</p>
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.	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
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.	DY2Q4 2di Milestone 17 Narrative: Please see the attached "DY2Q4 2di M17 Supporting Document 170410.pdf" file showing achievement of the Milestone.

Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Complete	
Milestone #3	Pass & Complete	
Milestone #4	Pass & Complete	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Complete	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Complete	
Milestone #9	Pass & Ongoing	
Milestone #10	Pass & Ongoing	
Milestone #11	Pass & Ongoing	
Milestone #12	Pass & Complete	
Milestone #13	Pass & Complete	
Milestone #14	Pass & Ongoing	
Milestone #15	Pass & Ongoing	
Milestone #16	Pass & Ongoing	
Milestone #17	Pass & Complete	



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✓ 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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 2.d.i.5 - IA Monitoring

Instructions :



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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.

R: Financial –partners are concerned about billing multiple visits in one day and/or reimbursement reductions for doing so–
M: Partners with financially stable models already in place to share best practices with project partners; applying for waivers to address regulations that impact on billing; researching FQHC options

R: Technology/multiple EMRs with lack of interoperability –
M: Will leverage PPS level resources including the established IT committee, and the RHIO, to build functionality for timeliness and ease of information exchange

R: Workforce –Shortages in key areas–need to have adequate licensed staff particularly behavioral health clinicians
M: Multipronged approach to include support from the PPS level in conjunction with Workforce and Clinical committees and through IDS and workforce PPS wide strategies including using staff to top of license, partnering with institutes of higher ed for expansion of psychiatric training (both in psychiatric specialties and general med training) and increased internship opportunities, PPS centralized recruitment for psychiatric providers to highlight opportunities particularly in HPSA areas, use private practice therapists per diem in primary care, explore opportunities for increased telepsychiatry as well as increased psychiatrist to PCP formal collaboration

R: Transportation –inadequate transportation was cited as impacting on ability to engage with/attend appointments with primary care
M: Utilize traditional and nontraditional solutions as developed by PPS transportation committee, including inventory and directory of regional transportation options

R: Provider engagement and Provider collaboration for implementation –Success of project relies on collaborative approach to meeting behavioral health and physical health needs of patients; will not be successful without provider buy in to collaborative treatment approaches and comfort in treating patients with behavioral health issues-
M: Provide education on the project and integration benefits utilizing physician champions with experience in integration; Involve physician representatives on project team that is developing protocols, workflows, and plans for implementation; provide education and work in conjunction with MEB project to address issues of stigma related to behavioral health

R: PCMH –Practices may struggle to meet all PCMH requirements within the set time frame-
M: PPS to provide centralized expertise, support and education on meeting PCMH requirements

R: Waivers –Waivers not being issued could have negative impact on speed of implementation;
M: Barring waivers the traditional processes for obtaining satellite licensure will be utilized if waivers are not approved; PPS will provide centralized support in applying for all applicable waivers



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R: Waivers - Non-allowance of co-location of multiple entities will impact the ability of providers in our PPS to partner to provide co-located services.

M: Work with providers on arrangements or other models that are within regulatory limits to co-locate services. Continue to advocate on multiple levels for relief from this rule.



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✓ 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 "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	98,325

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	11,700	27,360	44,460	61,560
	Quarterly Update	9,937	18,792	27,354	35,834
	Percent(%) of Commitment	84.93%	68.68%	61.52%	58.21%
IA Approved	Quarterly Update	0	8,788	0	27,117
	Percent(%) of Commitment	0.00%	32.12%	0.00%	44.05%

Warning: PPS Reported - Please note that your patients engaged to date (35,834) does not meet your committed amount (61,560) for 'DY2,Q4'

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai2_PES_BASE_3ai_MAPP_DY2Q4_-_PHI_-_FLPPS_13856.xlsx	3ai MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:17 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY2,Q4.



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

✅ IPQR Module 3.a.i.3 - Prescribed Milestones

Models Selected		
Model 1	Model 2	Model 3

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)	Prescribed Due Date	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
Milestone #1 Co-locate behavioral health services at primary care practice sites. All participating eligible primary care practices must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.	DY3 Q4	Model 1	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task All eligible practices meet NCQA 2014 Level 3 PCMH and/or APCM standards by the end of DY3.			Provider	Practitioner - Primary Care Provider (PCP)	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Behavioral health services are co-located within PCMH/APC practices and are available.			Provider	Mental Health	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish Project team with representation from, but not limited to, providers, representatives of local governmental units, subject matter experts, PPS team members, other partners identified across the PPS as important to the project's success.			Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Identify the specific sites, locations implementing model 1 of this project. Services at co-located sites could include behavioral health, and substance use disorder screening, referral, and treatment services. The populations to be served by this model include all patients at each participating site within the established PPS.			Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Create survey for providers and use survey results to complete current state assessment of integration for			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
project participants.											
Task Determine projected future state of integration for sites involved in the project considering projected volume of patients, operational, financial, space, cultural and workforce issues.			Project		In Progress	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Identify plan to close gap between current state and projected future state of project sites			Project		In Progress	03/01/2016	09/30/2017	03/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Develop staffing plans - identify FTEs needed based on capacity and regional demand; decide on redeployment and/or new hires.			Project		In Progress	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Determine licensure needs/plans/waivers - if an operating certificate/waiver is needed begin the application process through appropriate NYS and local governmental agency and identified process			Project		In Progress	07/01/2015	12/30/2017	07/01/2015	12/30/2017	12/31/2017	DY3 Q3
Task Establish consultation group and resources for each model of the project to assist providers as they develop and implement project			Project		In Progress	07/01/2015	12/30/2017	07/01/2015	12/30/2017	12/31/2017	DY3 Q3
Task Share recruitment plans/needs to PPS for coordinated regional recruitment efforts for hard to fill positions (such as psychiatric NPs, psychiatrists)			Project		In Progress	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Engage and communicate with primary care providers to ensure project understanding and alignment of efforts.			Project		In Progress	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.			Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify all PCMH eligible practices in PPS, establish directory of those participating in the project. Identify, document, and assess current state PCMH status of those practices.			Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task			Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4

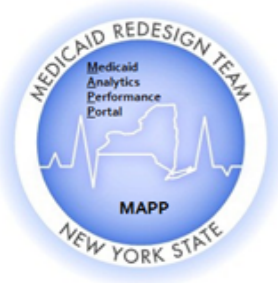


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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Finalize contracts with Behavioral Health providers and Primary Care practices.											
Task Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.			Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Achieve PCMH certification from PCMH practices			Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Assist project partners in model selection, informed by data from Community Needs Assessment, NOCN workgroups and project team feedback.			Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Collaborate with PPS Data Analyst to identify gaps in service needs based on initial partner model selection. Develop strategy to close gaps to ensure appropriate PPS-wide model utilization meets patient service needs.			Project		In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Milestone #2 Develop collaborative evidence-based standards of care including medication management and care engagement process.	DY2 Q4	Model 1	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Regularly scheduled formal meetings are held to develop collaborative care practices.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Coordinated evidence-based care protocols are in place, including medication management and care engagement processes.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify team responsible for protocol development for collaborative treatment in integrated care settings.			Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Create list of protocols/policies/processes needed; prioritize/sequence list ensuring that medication management and care engagement are included.			Project		Completed	08/15/2015	06/30/2016	08/15/2015	06/30/2016	06/30/2016	DY2 Q1
Task Project team members to share existing protocols and evidence-based practices in support of the development of PPS-wide general protocols for this			Project		Completed	09/01/2015	06/30/2016	09/01/2015	06/30/2016	06/30/2016	DY2 Q1

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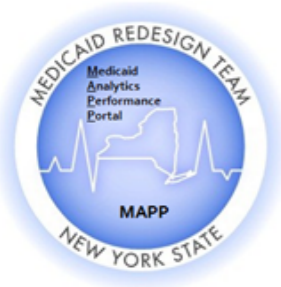
Project Requirements (Milestone/Task Name)	Prescribed Due Date	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
project.											
Task Establish procedures outlining coordination of hand-offs between Behavioral Health and Primary Care.			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Protocols to be reviewed by Clinical Quality Committee.			Project		Completed	03/01/2016	12/31/2016	03/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task Institute clear workflows for assessment, referral and follow-up care to be provided.			Project		Completed	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Develop strategy to implement protocols that includes staff education and documentation verifying attendees.			Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Provider to adopt and implement protocols. monitor for compliance and effectiveness.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish process for monitoring provider compliance with protocols			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Execute processes for monitoring provider compliance with protocols			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Milestone #3 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.	DY3 Q4	Model 1	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Policies and procedures are in place to facilitate and document completion of screenings.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Screenings are documented in Electronic Health Record.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Positive screenings result in "warm transfer" to			Provider	Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
behavioral health provider as measured by documentation in Electronic Health Record.											
Task Select specific screening tool(s) to be utilized.			Project		Completed	06/01/2015	06/30/2016	06/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Establish workflows for screening - who completes, at what types of visits, at what frequency.			Project		Completed	12/01/2015	09/30/2016	12/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Establish clear protocol for documentation of assessments and communication of findings to clinical team and patient.			Project		In Progress	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Create process and protocols for linkage/warm hand offs of positive screens as well as patient refusal of service.			Project		In Progress	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Establish protocols for referrals to/engagement of care management including health home care management and PCMH care management.			Project		In Progress	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Develop community resources lists for linkage of identified needs beyond scope of site.			Project		In Progress	12/01/2015	03/31/2018	12/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop strategy to implement protocols related to this requirement considering staff educational and training needs.			Project		In Progress	12/01/2016	12/31/2017	12/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Implement development plan related to protocols use related to this requirement.			Project		In Progress	12/01/2017	03/31/2018	12/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #4 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Model 1	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Task Determine current EHR infrastructure and level of integration of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop strategy to address potential barriers to EHR integration based on current state assessment.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Create prioritized list of practices who will need to begin integrating EHR in order to meet project requirement #1.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Communicate strategy and expectations to practices for EHR integration implementation.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms			Project		Completed	08/03/2015	03/31/2017	08/03/2015	03/31/2017	03/31/2017	DY2 Q4
Task Define the data elements necessary to track the engagement			Project		Completed	08/03/2015	12/31/2016	08/03/2015	12/31/2016	12/31/2016	DY2 Q3
Task Establish reporting periods and dates for providers to report on patient engagement			Project		Completed	08/03/2015	12/30/2015	08/03/2015	12/30/2015	12/31/2015	DY1 Q3
Task Identify role/staff that will be responsible for reporting on patient engagement			Project		Completed	08/03/2015	09/30/2016	08/03/2015	09/30/2016	09/30/2016	DY2 Q2
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment			Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services subscription			Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs			Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task			Project		Completed	08/03/2015	12/31/2016	08/03/2015	12/31/2016	12/31/2016	DY2 Q3



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Work with providers to develop an implementation plan to meet short and long term reporting requirements											
Milestone #5 Co-locate primary care services at behavioral health sites.	DY3 Q4	Model 2	Project	N/A	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Primary care services are co-located within behavioral Health practices and are available.			Provider	Practitioner - Primary Care Provider (PCP)	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Primary care services are co-located within behavioral Health practices and are available.			Provider	Mental Health	In Progress	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish Project team with representation from, but not limited to, providers, representatives of local governmental units, subject matter experts, PPS team members, other partners identified across the PPS as important to the project's success.			Project		Completed	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Identify the specific sites, locations implementing Model 2 of this project.			Project		Completed	06/01/2015	06/30/2016	06/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Complete current state assessment of integration for project participants			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Determine projected future state of integration for sites involved in the project considering projected volume of patients, operational, financial, space, cultural and workforce issues.			Project		In Progress	07/01/2016	09/30/2017	07/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Identify plan to close gap between current state and projected future state of project sites			Project		In Progress	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Develop staffing plans - identify FTEs needed based on capacity and regional demand; decide on redeployment and/or new hires.			Project		In Progress	06/01/2015	09/30/2017	06/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Determine licensure needs/plans/waivers - if an operating certificate/waiver is needed begin the application process through appropriate NYS and local governmental agency and identified process.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Task Establish consultation group and resources for each model of the project to assist providers as they develop and implement project			Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Share recruitment plans/needs to PPS for coordinated regional recruitment efforts for hard to fill positions (such as psychiatric NPs, psychiatrists)			Project		In Progress	06/01/2015	09/30/2017	06/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Engage and communicate with primary care providers to ensure project understanding and alignment of efforts.			Project		In Progress	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.			Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify all PCMH eligible practices in PPS, and assess current state PCMH status of those practices			Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Finalize contracts with Behavioral Health providers and Primary Care practices.			Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)			Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Create prioritized list of practices who will need to begin EHR implementation			Project		In Progress	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.			Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Achieve PCMH certification from PCMH practices			Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone #6 Develop collaborative evidence-based standards of care including medication management and care engagement process.	DY2 Q4	Model 2	Project	N/A	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Task Regularly scheduled formal meetings are held to develop collaborative care practices.			Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Coordinated evidence-based care protocols are in place, including a medication management and care engagement process.			Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify team responsible for protocol development for collaborative treatment in integrated care settings.			Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Create list of protocols/policies/processes needed; prioritize/sequence list ensuring that medication management and care engagement are included.			Project		Completed	09/01/2015	06/30/2016	09/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Project team members to share existing protocols and evidence-based practices in support of the development of PPS-wide general protocols for this project.			Project		Completed	09/01/2015	06/30/2016	09/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Establish procedures outlining coordination of hand-offs between Behavioral Health and Primary Care.			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Protocols to be reviewed by Clinical Quality Committee.			Project		Completed	03/01/2016	12/31/2016	03/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task Institute clear workflows for assessment, referral and follow-up care to be provided.			Project		Completed	08/01/2015	12/31/2016	08/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Develop strategy to implement protocols that includes staff education and documentation verifying attendees.			Project		On Hold	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Provider to adopt and implement protocols. monitor for compliance and effectiveness.			Project		Completed	03/01/2017	03/31/2017	03/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Establish process for monitoring provider compliance with protocols			Project		On Hold	03/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Execute processes for monitoring provider compliance with protocols			Project		Completed	03/01/2017	03/31/2017	03/01/2017	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Milestone #7 Conduct preventive care screenings, including physical and behavioral health screenings.	DY3 Q4	Model 2	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Screenings are conducted for all patients. Process workflows and operational protocols are in place to implement and document screenings.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Screenings are documented in Electronic Health Record.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task At least 90% of patients receive primary care services, as defined by preventive care screenings at the established project sites (Screenings are defined as physical health screenings for primary care services and industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT for behavioral health).			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Positive screenings result in "warm transfer" to behavioral health or primary care provider as indicated by screening as measured by documentation in Electronic Health Record (EHR).			Provider	Practitioner - Primary Care Provider (PCP)	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Positive screenings result in "warm transfer" to behavioral health or primary care provider as indicated by screening as measured by documentation in Electronic Health Record (EHR).			Provider	Mental Health	In Progress	08/01/2016	03/31/2018	08/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Select specific screening tool(s) to be utilized.			Project		Completed	06/01/2015	06/30/2016	06/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Establish workflows for screening - who completes, at what types of visits, at what frequency.			Project		Completed	12/01/2015	09/30/2016	12/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Establish clear protocol for documentation of assessments and communication of findings to clinical team and patient.			Project		In Progress	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Create process and protocols for linkage/warm hand offs of positive screens as well as patient refusal of			Project		Completed	12/01/2015	12/31/2016	12/01/2015	12/31/2016	12/31/2016	DY2 Q3



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
service.											
Task Establish protocols for referrals to/engagement of care management including health home care management and PCMH care management.			Project		In Progress	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Develop community resources lists for linkage of identified needs beyond scope of site.			Project		In Progress	12/01/2015	03/31/2018	12/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop plan to implement protocols related to this requirement considering staff educational and training needs.			Project		In Progress	12/01/2016	12/31/2017	12/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Execute development plan related to protocols use related to this requirement.			Project		Not Started	12/01/2017	03/31/2018	12/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #8 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Model 2	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Determine current EHR infrastructure and level of integration of all participating sites, as part of the IT Current State assessment (see IT Systems & Processes Work stream)			Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop strategy to address potential barriers to EHR integration based on current state assessment.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Create prioritized list of sites who will need to begin integrating EHR in order to meet project requirement #1.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Communicate strategy and expectations to sites for			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
EHR integration implementation											
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms			Project		Completed	08/03/2015	03/31/2017	08/03/2015	03/31/2017	03/31/2017	DY2 Q4
Task Define the data elements necessary to track the engagement			Project		Completed	08/03/2015	12/31/2016	08/03/2015	12/31/2016	12/31/2016	DY2 Q3
Task Establish reporting periods and dates for providers to report on patient engagement			Project		Completed	08/03/2015	12/30/2015	08/03/2015	12/30/2015	12/31/2015	DY1 Q3
Task Identify role/staff that will be responsible for reporting on patient engagement			Project		Completed	08/03/2015	09/30/2016	08/03/2015	09/30/2016	09/30/2016	DY2 Q2
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment			Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services subscription			Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs			Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Work with providers to develop an implementation plan to meet short and long term reporting requirements			Project		Completed	08/03/2015	12/31/2016	08/03/2015	12/31/2016	12/31/2016	DY2 Q3
Milestone #9 Implement IMPACT Model at Primary Care Sites.	DY3 Q4	Model 3	Project	N/A	In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has implemented IMPACT Model at Primary Care Sites.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish Project team with representation from, but not limited to, providers, representatives of local governmental units, subject matter experts, PPS team members, other partners identified as important to the project's success.			Project		Completed	06/01/2015	01/01/2016	06/01/2015	01/01/2016	03/31/2016	DY1 Q4
Task			Project		Completed	06/01/2015	03/31/2016	06/01/2015	03/31/2016	03/31/2016	DY1 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Identify the specific sites, locations implementing the IMPACT model.											
Task Complete current state assessment of integration for project participants			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Determine projected future state of integration for sites involved in the project considering projected volume of patients, operational, financial, space, cultural and workforce issues.			Project		In Progress	06/01/2015	09/30/2017	06/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Identify plan to close gap between current state and projected future state of project sites			Project		In Progress	03/01/2016	09/30/2017	03/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Develop staffing plans - identify FTEs needed based on capacity and regional demand; decide on redeployment and/or new hires.			Project		In Progress	06/01/2015	09/30/2017	06/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Determine licensure needs/plans/waivers - if an operating certificate/waiver is needed begin the application process through appropriate NYS and local governmental agency and identified process.			Project		In Progress	06/01/2015	03/31/2018	06/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish consultation group and resources for each model of the project to assist providers as they develop and implement project			Project		In Progress	07/01/2015	03/31/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Share recruitment plans/needs to PPS for coordinated regional recruitment efforts for hard to fill positions (such as psychiatric NPs, psychiatrists)			Project		In Progress	06/01/2015	09/30/2017	06/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Develop and submit required reports and documentation			Project		In Progress	12/01/2016	03/31/2018	12/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Establish plan to educate project site staff on standards, data gathering, process improvement/PDSA cycles.			Project		In Progress	12/01/2016	12/31/2017	12/01/2016	12/31/2017	12/31/2017	DY3 Q3
Milestone #10 Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care	DY2 Q4	Model 3	Project	N/A	Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4



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standards and policies and procedures for care engagement.											
Task 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		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Policies and procedures include process for consulting with Psychiatrist.			Project		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify team responsible for protocol development for collaborative treatment in integrated care settings.			Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Create list of protocols/policies/processes needed; prioritize/sequence list ensuring that medication management and care engagement are included.			Project		Completed	09/01/2015	12/31/2016	09/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Project team members to share existing protocols and evidence-based practices in support of the development of PPS-wide general protocols for this project.			Project		Completed	09/01/2015	12/31/2016	09/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Establish regular meeting schedule to develop collaborative care practices			Project		Completed	09/01/2015	06/30/2016	09/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Protocols to be reviewed by appropriate internal/external review committees.			Project		Completed	03/01/2016	12/31/2016	03/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task Protocols approved and communicated to all PPS providers.			Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop strategy to implement protocols that includes staff education and documentation verifying attendees.			Project		On Hold	12/31/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Provider to adopt and implement protocols. Monitor for compliance and effectiveness.			Project		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish process for monitoring provider compliance with protocols			Project		On Hold	03/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4

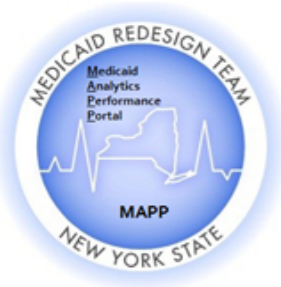


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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Monitor provider compliance with protocols using established process .			Project		On Hold	03/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #11 Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	DY2 Q4	Model 3	Project	N/A	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies qualified Depression Care Manager (can be a nurse, social worker, or psychologist) as identified in Electronic Health Records.			Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS to identify and engage partners implementing the IMPACT model			Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task PPS to work with project site in identifying whom is occupying the Depression Care Manager position within the project site			Project		Completed	08/01/2016	03/31/2017	08/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task PPS to assist project site as needed to assure Depression Care Manager is trained in implementing IMPACT model			Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS to monitor project sites use of Depression Care Manager to ensure they meet requirements of the project			Project		Completed	12/31/2016	03/31/2017	12/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Process for entering screening data is finalized and implemented.			Project		Completed	10/31/2016	12/31/2016	10/31/2016	12/31/2016	12/31/2016	DY2 Q3
Milestone #12 Designate a Psychiatrist meeting requirements of the IMPACT Model.	DY2 Q4	Model 3	Project	N/A	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task All IMPACT participants in PPS have a designated Psychiatrist.			Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4

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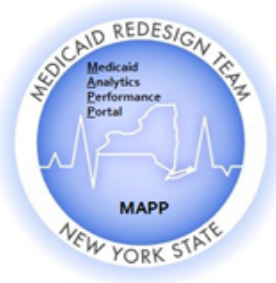
Project Requirements (Milestone/Task Name)	Prescribed Due Date	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task PPS to work with IMPACT provider to assure provider meets IMPACT requirements			Project		Completed	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Design workflow that incorporates designated psychiatrist consultation per IMPACT model			Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #13 Measure outcomes as required in the IMPACT Model.	DY3 Q4	Model 3	Project	N/A	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Select specific screening tool(s) to be utilized.			Project		Completed	08/01/2015	06/30/2016	08/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Establish workflows for screening - who completes, at what types of visits, at what frequency.			Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish clear protocol for documentation of assessments and communication of findings to clinical team and patient.			Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Create process and protocols for linkage/warm hand offs of positive screens as well as patient refusal of service.			Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop community resources lists for linkage of identified needs beyond scope of site.			Project		In Progress	03/31/2016	03/31/2017	03/31/2016	07/31/2017	09/30/2017	DY3 Q2
Task Develop strategy to implement protocols related to this requirement considering staff educational and training needs.			Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Execute development plan related to protocols use related to this requirement.			Project		In Progress	03/31/2017	12/31/2017	03/31/2017	12/31/2017	12/31/2017	DY3 Q3
Milestone #14 Provide "stepped care" as required by the IMPACT Model.	DY3 Q4	Model 3	Project	N/A	In Progress	10/31/2015	03/31/2018	10/31/2015	03/31/2018	03/31/2018	DY3 Q4
Task			Project		In Progress	10/31/2015	03/31/2018	10/31/2015	03/31/2018	03/31/2018	DY3 Q4



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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.											
Task Develop evidenced-based algorithm			Project		Completed	10/31/2015	12/31/2016	10/31/2015	12/31/2016	12/31/2016	DY2 Q3
Task Sites review evidence based algorithm			Project		Completed	12/31/2016	03/31/2017	12/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop strategy to implement the evidenced-based algorithm			Project		Completed	12/31/2016	03/31/2017	12/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Staff are trained and demonstrate competence in use of algorithm			Project		In Progress	03/31/2017	12/31/2017	03/31/2017	12/31/2017	12/31/2017	DY3 Q3
Task Monitor use of algorithm for compliance and effectiveness			Project		Not Started	12/31/2017	03/31/2018	12/31/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #15 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Model 3	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.			Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms			Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Define the data elements necessary to track the engagement			Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish reporting periods and dates for providers to report on patient engagement			Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify role/staff that will be responsible for reporting on patient engagement			Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment			Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services subscription			Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs			Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Work with providers to develop an implementation plan to meet short and long term reporting requirements			Project		Completed	08/03/2015	03/31/2017	08/03/2015	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Develop collaborative evidence-based standards of care including medication management and care engagement process.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES2_BASE_DY2Q4_3ai_M2_Supporting_Document_170422_11417.pdf	DY2Q4 3ai M2 Supporting Document 170422.pdf	04/22/2017 02:51 PM
Develop collaborative evidence-based standards of care including medication management and care engagement process.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES6_BASE_DY2Q4_R_3ai_M6_and_M10_Remediation_170616_15305.pdf	DY2Q4R 3ai M6 and M10 Remediation 170616.pdf	06/16/2017 05:26 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES6_BASE_DY2Q4_3ai_M6_Supporting_Document_170422_11418.pdf	DY2Q4 3ai M6 Supporting Document 170422.pdf	04/22/2017 03:05 PM
Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES10_BASE_DY2Q4_R_3ai_M6_and_M10_Remediation_170616_15304.pdf	DY2Q4R 3ai M6 and M10 Remediation 170616.pdf	06/16/2017 05:20 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES10_BASE_DY2Q4_3ai_M10_Supporting_Document_170422_11419.pdf	DY2Q4 3ai M10 Supporting Document 170422.pdf	04/22/2017 03:21 PM
Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES11_BASE_DY2Q4_3ai_M11_Supporting_Document_170422_11898.pdf	DY2Q4 3ai M11 Supporting Document 170422.pdf	04/24/2017 05:49 PM
Use EHRs or other technical platforms to track all patients engaged in this project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES8_BASE_DY2Q4_3ai_M8_Supporting_Document_170410_10275.pdf	DY2Q4 3ai M8 Supporting Document 170410.pdf	04/14/2017 11:46 AM
Use EHRs or other technical platforms to track all patients engaged in this project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES4_BASE_DY2Q4_3ai_M4_Supporting_Document_170410_10270.pdf	DY2Q4 3ai M4 Supporting Document 170410.pdf	04/14/2017 11:25 AM
Designate a Psychiatrist meeting requirements of the IMPACT Model.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES12_BASE_DY2Q4_3ai_M12_Supporting_Document_170422_11909.pdf	DY2Q4 3ai M12 Supporting Document 170422.pdf	04/24/2017 06:10 PM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Use EHRs or other technical platforms to track all patients engaged in this project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3ai_MDL3ai3_PRES15_BASE_DY2Q4_3ai_M15_Supporting_Document_170410_10278.pdf	DY2Q4 3ai M15 Supporting Document 170410.pdf	04/14/2017 11:55 AM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Co-locate behavioral health services at primary care practice sites. All participating eligible 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.	DY2Q4 3ai Milestone 2 Narrative: Please see the attached "DY2Q4 3ai M2 Supporting Document 170422.pdf" file showing achievement of the Milestone.
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.	DY2Q4 3ai Milestone 4 Narrative: Please see the attached "DY2Q4 3ai M4 Supporting Document 170410.pdf" file showing achievement of the Milestone.
Co-locate primary care services at behavioral health sites.	
Develop collaborative evidence-based standards of care including medication management and care engagement process.	DY2Q4 3ai Milestone 6 (2) Remediation Narrative: Please see the attached "DY2Q4R 3ai M6 and M10 Remediation 170616.pdf" file addressing the Remediation item requested by the IA. Each of the file icons shown on Pages 2, 3, 26, and 27 are provided as sequential pages within the same PDF file. DY2Q4 3ai Milestone 6 (2) Narrative: Please see the attached "DY2Q4 3ai M6 Supporting Document 170422.pdf" file showing achievement of the Milestone.
Conduct preventive care screenings, including physical and behavioral health screenings.	
Use EHRs or other technical platforms to track all patients engaged in this project.	DY2Q4 3ai Milestone 8 (4) Narrative: Please see the attached "DY2Q4 3ai M8 Supporting Document 170410.pdf" file showing achievement of the Milestone.
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.	DY2Q4 3ai Milestone 10 (2) Remediation Narrative: Please see the attached "DY2Q4R 3ai M6 and M10 Remediation 170616.pdf" file addressing the Remediation item requested by the IA. Each of the file icons shown on Pages 2, 3, 26, and 27 are provided as sequential pages within the same PDF file. DY2Q4 3ai Milestone 10 (2) Narrative: Please see the attached "DY2Q4 3ai M10 Supporting Document 170422.pdf" file showing achievement of the Milestone.
Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	DY2Q4 3ai Milestone 11 (3) Narrative: Please see the attached "DY2Q4 3ai M11 Supporting Document 170422.pdf" file showing achievement of the Milestone.
Designate a Psychiatrist meeting requirements of the IMPACT Model.	DY2Q4 3ai Milestone 12 (4) Narrative: Please see the attached "DY2Q4 3ai M12 Supporting Document 170422.pdf" file showing achievement of the Milestone.



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
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.	DY2Q4 3ai Milestone 15 (7) Narrative: Please see the attached "DY2Q4 3ai M15 Supporting Document 170410.pdf" file showing achievement of the Milestone.

Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Ongoing	
Milestone #2	Pass & Complete	
Milestone #3	Pass & Ongoing	
Milestone #4	Pass & Complete	
Milestone #5	Pass & Ongoing	
Milestone #6	Pass & Complete	
Milestone #7	Pass & Ongoing	
Milestone #8	Pass & Complete	
Milestone #9	Pass & Ongoing	
Milestone #10	Pass & Complete	
Milestone #11	Pass & Complete	
Milestone #12	Pass & Complete	
Milestone #13	Pass & Ongoing	
Milestone #14	Pass & Ongoing	
Milestone #15	Pass & Complete	



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✓ 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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 3.a.i.5 - IA Monitoring

Instructions :



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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.

R: Workforce - The Recruitment & retention of psychiatric providers is a challenge for us and many areas across our region are HPSAs as a result.

M: a. Use existing providers more efficiently, e.g., share resources across "hubs" b. Use Telepsych so existing providers c. Allow Mobile Teams to transport to where Psych Providers are d. Coordinate resources with NYS initiatives providing similar services e. Facilitate behavioral health certification for non-psych NPs/PAs f. Facilitate path to Mid-Level training for RNs, et al. by working with area colleges. g. Leverage FLPPS Workforce committee/training

R: Workforce - Possible insufficient care management capacity and competency, high volume of patients with BH needs in this region requires a more specialized approach, need for adequate staff who are also culturally competent.

M: a. Work closely with Health Homes to identify need, resources. b. Provide specialized training for Care Managers who will be associated with Community Crisis Stabilization Services, e.g., training in early identification of behavioral health crises and availability of resources.

R: Communication for Coordination across the PPS (IT interoperability & Central Triage) - a. Multiple Crisis Lines & Sensitivity regarding a "Central Line" for the region. Identify functionality of present systems and current gaps. b. IT interface with multiple EMRS PLUS those without IT infrastructure c. Constraint due to 42 C.F.R., which does not allow specific sharing of information for those being treated for Substance Use Disorders, HIPPA issues need to be addressed d. Multiple State & Community Initiatives

M: a. Continue with using successful local call-lines and explore connecting them seamlessly to a "central call center" via IT advances. a. Provide support/oversight to existing regional call line ("211") to improve capability. b. Utilize and leverage FLPPS infrastructure to assist with interoperability & the collection of data for Domain 3 Metric measurement b. Until HIT is up and running, standardized manual tracking by agency as needed. c. Coordinate with 2.a.i efforts. c. Coordinate efforts with other NYS PPS's who are likely working through this same risk. c. Work with OASAS, DOH & OMH for solutions. d. Explore the use SPOA-type Service to assure coordination/collaboration across initiatives d. Work with County Directors to assist with communicating the synergies of the initiatives underway.

R: Transportation is a challenge in both our urban and rural communities with cost, limitations on the use of healthcare dollars for non-medical although health-related destinations, distance from BH services and our many lakes making travel longer for care.

M: a. Assure all Hubs are aware of/connected to various transportation services already in place b. Share & initiate "best practices" re: transportation from other rural areas/communities c. Provide "Regional Transportation Directory" via FLPPS Call Center or "repository" organized by locality, to include scheduling parameters, etc. d. Provide support for co-located services to decrease the amount of travel for health care. e. Use of Telehealth, MCT, home visits (home care)

R: Capital Funding- ambiguity regarding funding awards to develop crisis services where there are gaps is creating delays in our ability to definitively locate some of our "Hubs"

M: a. Begin establishing those hubs that are not capital-dependent and leverage those locations for piloting/completing Domain 1 metrics. b.



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Central services to leverage economy of scale where we are able to bring down the cost for services required. c. FLPPS to provide assistance with additional grant-seeking and development opportunities.



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✔ 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 "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	12,240

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	900	1,800	3,825	5,850
	Quarterly Update	744	2,020	4,900	8,142
	Percent(%) of Commitment	82.67%	112.22%	128.10%	139.18%
IA Approved	Quarterly Update	0	990	0	4,071
	Percent(%) of Commitment	0.00%	55.00%	0.00%	69.59%

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3aai_MDL3aai2_PES_BASE_3aai_MAPP_DY2Q4_-_PHI_-_FLPPS_13857.xlsx	3aai MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:20 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY2,Q4.



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✅ 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.

Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 Implement a crisis intervention program that, at a minimum, includes outreach, mobile crisis, and intensive crisis services.	DY3 Q4	Project	N/A	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has established a crisis intervention program that includes outreach, mobile crisis, and intensive crisis services.		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Develop, by NOCN, a current state assessment of crisis intervention programs.		Project		Completed	08/01/2015	09/30/2016	08/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Provide data to inform current state assessment via survey and/or meeting participation		Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Identify current state patient flow for crisis stabilization services.		Project		Completed	08/01/2015	09/30/2016	08/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Prioritize key points in flow to create diversion processes leading to desired state flow		Project		In Progress	09/01/2015	09/30/2017	09/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Identify challenges to access to crisis services for target population.		Project		In Progress	08/01/2015	09/30/2017	08/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Identify and engage CBO's and partnerships needed to address gaps/needed services		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Design crisis intervention program for NOCN with implementation plan		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Milestone #2 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.	DY3 Q4	Project	N/A	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has implemented diversion management protocol with PPS Hospitals (specifically Emergency Departments).		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task		Project		In Progress	12/01/2015	03/31/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1



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PPS partners in this project will create a decision-tree that aligns with a continuum of care for how and when community crisis stabilization services would be accessed and utilized aligned with agreed upon future state model.										
Task Identify and engage health home providers, ER leaders, and psychiatric inpatient services leaders in protocol work group		Project		Completed	08/01/2015	06/30/2016	08/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Complete current state assessment of linkages and protocols related to this project		Project		In Progress	08/01/2015	06/30/2017	08/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Providers to share data relevant to completion of current state assessment.		Project		Completed	08/01/2015	09/30/2016	08/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify gaps in linkage and protocol needed to manage diversion from ED and inpatient services in context of desired future state.		Project		In Progress	12/01/2015	12/31/2017	12/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task Define protocol development process		Project		Completed	12/01/2015	06/30/2016	12/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Develop diversion protocols with key stake holders, subject matter expert(s), Behavioral Health Subcommittee, including and consistent with PPS protocol processes		Project		In Progress	12/01/2015	12/31/2017	12/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task Conduct appropriate review of protocols through above identified process.		Project		In Progress	12/01/2016	03/31/2017	12/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop plan for communication and dissemination of protocols across PPS.		Project		In Progress	12/01/2016	06/30/2017	12/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Establish repository for recommended protocols		Project		In Progress	12/01/2016	06/30/2017	12/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Execute communication and dissemination plan that includes education of partners involved in project.		Project		Not Started	03/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task Providers to develop plan to implement protocols. Plan to include education of staff and monitoring of protocol use and adherence.		Project		Not Started	03/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task Training for providers involved in the project completed and documented		Project		Not Started	09/01/2017	12/31/2017	09/01/2017	12/31/2017	12/31/2017	DY3 Q3
Task Protocols implemented as appropriate and indicated		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4



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Milestone #3 Establish agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.	DY3 Q4	Project	N/A	In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task PPS has engaged MCO in negotiating coverage of services under this project and/or MCO provides coverage for services in project.		Project		In Progress	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Determine PPS criteria to select MCO(s) for engagement and identify key MCO(s) for engagement based on defined criteria.		Project		In Progress	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Identify FLPPS personnel and/or support appropriate Clinical and Finance Committee members to attend lead meetings		Project		In Progress	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Utilize FLPPS Clinical Subject Matter Experts and Clinical Project Committee to identify services that are currently covered by MCO(s) and identify potential gaps		Project		In Progress	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop proposed strategy to ensure that appropriate services (i.e. intensive crisis services) are covered as part of project efforts		Project		In Progress	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Leverage reoccurring meetings with MCO(s) as part of 2.a.i. requirements to introduce proposed strategy to cover all identified essential services and discuss adoption procedures at the provider level, not at FLPPS level as a whole		Project		In Progress	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Advocate for formal agreements from partners with MCO(s) to ensure identified services are covered. Partners develop agreements with MCO(s) as necessary.		Project		In Progress	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Milestone #4 Develop written treatment protocols with consensus from participating providers and facilities.	DY2 Q4	Project	N/A	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Regularly scheduled formal meetings are held to develop consensus on treatment protocols.		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Coordinated treatment care protocols are in place.		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify team to work toward consensus of treatment protocols		Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4



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and set forth schedule of formal meetings										
Task Collect protocols currently in place across the region and organize them by treatment aim.		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop a list of protocols with wide consensus across the PPS. Refine and adapt protocols to regional and local needs and resources.		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Develop a process for protocol review and endorsement that includes PPS committees, subject matter expert(s), behavioral health subcommittee and other identified stake holders.		Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop a process for communication of protocols that includes written training materials and a plan to deliver trainings to identified staff		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Deliver training of treatment protocols that accurately tracks attendance.		Project		On Hold	11/01/2016	02/28/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #5 Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	DY2 Q4	Project	N/A	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS includes at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services in provider network		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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.		Provider	<u>Safety Net Hospital</u>	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify hospitals in the PPS that meet the criteria of this requirement and their current capacity for specialty psychiatric services and other crisis-oriented services		Project		Completed	08/01/2015	06/30/2016	08/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task By region and hospital within the region, determine current utilization and plan for expansion of services if appropriate		Project		On Hold	12/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Psychiatric service providers to provide PPS with data related to		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4



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access, wait times, and other measures identified to track and identify improvement areas.										
Task Develop access plan to specialty and crisis-oriented services that includes reporting and improvement processes		Project		Completed	09/01/2016	03/31/2017	09/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Execute identified improvement plans and steps as identified through process		Project		On Hold	09/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #6 Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).	DY3 Q4	Project	N/A	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS includes hospitals with observation unit or off campus crisis residence locations for crisis monitoring.		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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 Clinic	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task 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	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Obtain baseline data on number and current use of observation beds		Project		Completed	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Assessment of geographical needs, current utilization patterns for planning ready access and coordination of bed placement.		Project		In Progress	12/01/2015	06/30/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Define current and proposed levels of crisis stabilization bed services and staffing needs at each level and by Hub/region.		Project		In Progress	06/01/2016	12/31/2017	06/01/2016	12/31/2017	12/31/2017	DY3 Q3
Task Establish process for identification of improvement opportunities		Project		Not Started	03/01/2017	09/30/2017	05/01/2017	09/30/2017	09/30/2017	DY3 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
through assessment of access data.										
Task Define and establish improvement implementation processes and monitoring.		Project		Not Started	09/01/2017	01/31/2018	09/01/2017	01/31/2018	03/31/2018	DY3 Q4
Task Develop access plan to services that includes reporting and improvement planning process		Project		Not Started	09/01/2017	01/31/2018	09/01/2017	01/31/2018	03/31/2018	DY3 Q4
Milestone #7 Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.	DY3 Q4	Project	N/A	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS includes mobile crisis teams to help meet crisis stabilization needs of the community.		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Coordinated evidence-based care protocols for mobile crisis teams are in place.		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Assess current MCT and their reach within the PPS. Developing a coverage map to determine coverage and gaps.		Project		Completed	08/01/2015	06/30/2016	08/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Develop strategy for expansion of MCT services, bandwidth etc. based on assessment of coverage and gaps		Project		In Progress	12/01/2015	03/31/2017	12/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Implement plan to expand MCT services across PPS as well as coordinating MCT across each regions crisis intervention program.		Project		Not Started	03/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Assemble current MCT teams to determine protocol development process that identifies and includes the appropriate stakeholders.		Project		Completed	09/01/2015	06/30/2016	09/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Identify and recommend evidenced-based protocols to be implemented.		Project		In Progress	06/01/2016	06/30/2017	06/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop training materials and schedule for dissemination of treatment protocols across PPS		Project		Not Started	06/01/2017	12/31/2017	06/01/2017	12/31/2017	12/31/2017	DY3 Q3
Task Providers to develop strategy to implement protocols. Plan to include education of staff and monitoring of protocol use and adherence.		Project		Not Started	06/01/2017	03/31/2018	06/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task		Project		Not Started	12/01/2017	03/31/2018	12/01/2017	03/31/2018	03/31/2018	DY3 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Implement training and track participants.										
Milestone #8 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.	DY3 Q4	Project	N/A	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.		Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Practitioner - Primary Care Provider (PCP)	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Hospital	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	Safety Net Mental Health	In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Alerts and secure messaging functionality are used to facilitate crisis intervention services.		Project		In Progress	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish representative IT committee in accordance with the proposed governance model to support IT needs of PPS and partner organizations		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Define specific data required to be sent and received as part of data sharing.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Identify PPS safety net providers who will be required to achieve this goal		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task As part of the Current State IT assessment, catalogue existing IT capabilities that includes RHIO data sharing, use of Direct messaging, and Alerts by Safety Net providers		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Analyze results from Clinical Integration Needs Assessment to prioritize provider organizations to work with RHIOs to achieve requirement deliverables										
Task FLPPS - RHIO agreement developed.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Collaborate with RHIO to create joint training materials to use Direct messaging, alerts, and patient record lookup.		Project		Completed	10/01/2015	01/31/2016	10/01/2015	01/31/2016	03/31/2016	DY1 Q4
Task Document completed training for PPS safety net providers on use of direct messaging, alerts, and patient record lookup.		Project		In Progress	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Engage providers to integrate the use direct messaging, alerts, and patient record lookup into practice workflows, as appropriate based on provider type.		Project		In Progress	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish an ongoing process to interactively review Direct and Alert functionality best practices among PPS providers and share with all safety net providers, including continuous review of EHR system adherence to defined data exchange standards (such as minimum required exchange datasets)		Project		Not Started	01/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #9 Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.	DY3 Q4	Project	N/A	In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has implemented central triage service among psychiatrists and behavioral health providers.		Project		In Progress	08/01/2015	03/31/2018	08/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Determine current localized triage services across PPS and assess current state for strengths and opportunities for improvement.		Project		Completed	08/01/2015	09/30/2016	08/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify key participants to develop central triage agreements that include at a minimum the participants specified in the requirement.		Project		In Progress	12/01/2015	12/31/2017	12/01/2015	12/31/2017	12/31/2017	DY3 Q3
Task Develop strategy to implement centralized triage services based on regional strengths and opportunities		Project		In Progress	03/01/2016	03/31/2017	03/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Develop training based on the agreements and triage services		Project		Not Started	03/01/2017	06/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
identified.										
Task Deliver training of policies and procedures of triage services, assuring that participation is accurately tracked.		Project		Not Started	06/01/2017	09/30/2017	06/01/2017	09/30/2017	09/30/2017	DY3 Q2
Milestone #10 Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 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		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS quality subcommittee conducts and/or reviews self-audits to ensure compliance with processes and procedures developed for this project.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Service and quality outcome measures are reported to all stakeholders including PPS quality committee.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Collaborate with Clinical Quality Committee to inform quality subcommittee membership, purposes, and charter.		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Project clinical subject matter expert to collaborate with the quality subcommittee and behavioral health subcommittee to ensure the use of appropriate clinical protocols, metrics, and reporting processes for project quality metrics.		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Project clinical subject matter expert to collaborate with the		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
quality subcommittee and the behavioral health subcommittee as appropriate in creating a process for identifying quality improvement opportunities, related implementation/action plans, which includes the use of appropriate methodologies.										
Milestone #11 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Define the data elements necessary to track the engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish reporting periods and dates for providers to report on patient engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify role/staff that will be responsible for reporting on patient engagement		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment		Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services subscription		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Work with providers to develop an implementation plan to meet short and long term reporting requirements		Project		Completed	08/03/2015	09/30/2016	08/03/2015	09/30/2016	09/30/2016	DY2 Q2

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Develop written treatment protocols with consensus from participating providers and facilities.	db436102	Documentation/Certification	9_DY2Q4_PROJ3aii_MDL3aii3_PRES4_DOC_View_-_DY2Q4_3aii_Milestone_4_Supporting_Documentation_PDF_11456.pdf	DY2Q4 3aii Milestone 4 Supporting Documentation PDF	04/23/2017 02:19 PM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3aai_MDL3aai3_PRES5_BASE_DY2Q4R_3aai_M5_Remediation_170616_15367.xlsx	DY2Q4R 3aai M5 Remediation 170616.xlsx	06/19/2017 01:34 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ3aai_MDL3aai3_PRES5_DOC_DY2Q4_3aai_MS5_Provider_List_11441.docx	DY2Q4 3aai MS5 Provider List	04/23/2017 02:00 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ3aai_MDL3aai3_PRES5_DOC_View_-_DY2Q4_3aai_Milestone_5_Supporting_Documentation_PDF_11440.pdf	View - DY2Q4 3aai Milestone 5 Supporting Documentation PDF	04/23/2017 01:59 PM
Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3aai_MDL3aai3_PRES10_BASE_DY2Q4R_3aai_M10_Remediation_Annex_170616_15371.xlsx	DY2Q4R 3aai M10 Remediation Annex 170616.xlsx	06/19/2017 01:43 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3aai_MDL3aai3_PRES10_BASE_DY2Q4R_3aai_M10_Remediation_170616_15370.pdf	DY2Q4R 3aai M10 Remediation 170616.pdf	06/19/2017 01:40 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ3aai_MDL3aai3_PRES10_DOC_View_-_DY2Q4_3aai_Milestone_10_Supporting_Documentation_PDF_11451.pdf	DY2Q4 3aai Milestone 10 Supporting Documentation PDF	04/23/2017 02:13 PM
Use EHRs or other technical platforms to track all patients engaged in this project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3aai_MDL3aai3_PRES11_BASE_DY2Q4_3aai_M11_Supporting_Document_170410_10281.pdf	DY2Q4 3aai M11 Supporting Document 170410.pdf	04/14/2017 12:03 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
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.	View - DY2Q4 3aai Milestone 4 Supporting Documentation PDF
Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	DY2Q4 3aai Milestone 5 Remediation Narrative: Please see the attached "DY2Q4R 3aai M5 Remediation 170616.xlsx" Excel file addressing the Remediation item requested by the IA. Other examples are available upon request. DY2Q4 3aai Milestone 5 Narrative: DY2Q4 3aai MS5 Provider List and Supporting Documentation
Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
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 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.	<p>DY2Q4 3aii Milestone 10 Remediation Narrative: Please see the attached "DY2Q4R 3aii M10 Remediation 170616.pdf" PDF file and the attached "DY2Q4R 3aii M10 Remediation Annex 170616.xlsx" Excel file addressing the Remediation items requested by the IA.</p> <p>DY2Q4 3aii Milestone 10 Narrative: View - DY2Q4 3aii Milestone 10 Supporting Documentation PDF</p>
Use EHRs or other technical platforms to track all patients engaged in this project.	<p>DY2Q4 3aii Milestone 11 Narrative: Please see the attached "DY2Q4 3aii M11 Supporting Document 170410.pdf" file showing achievement of the Milestone.</p>

Milestone Review Status

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



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✓ 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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 3.a.ii.5 - IA Monitoring

Instructions :



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Project 3.a.v – Behavioral Interventions Paradigm (BIP) in Nursing Homes

✔ IPQR Module 3.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.

R: Recruit/Retain Psychiatric Providers. Shortfall of psychiatric providers (HPSA status) & recruitment/retention has been difficult for SNFs. This jeopardizes ability to meet all project requirements by DY2Q4 (in particular, #4).
M: Use existing NPs/providers efficiently, share resources across SNFs; Use Telepsychiatry so existing providers can cover more of region; Institute Project ECHO as data showing improvement in staff satisfaction & retention; Facilitate BH certification for SW, RN, CNA staff & non-psych NPs/Pas; Facilitate path to Mid-Level training for RNs, et al.; Initiate in-house trainings to improve skill-sets & competencies.

R: Capital Funding. Lack of successful capital applications for Telementoring/telepsychiatry infrastructure & for the creation of additional BH/neurobehavioral units at SNF level.
M: We will use FLPPS Central services to leverage economy of scale, e.g., Project ECHO costs will be minimal if funded via GRHF; Alternate funds flow will be identified; Assistance w/ additional grant-seeking opportunities.

R: Communication for coordination across PPS. Transitioning from being separate entities to IDS across regional SNFs & do not have established communication processes yet in place. This is essential to coordinating the successful roll out of project & to measure/monitor outcomes.
M: Partnering SNFs have differing resources to meet project requirements, surveying them for baseline data re: their abilities to meet requirements & to understand what assistance they may need. FLPPS will be a resource for assisting with challenges in project implementation via: direct consultation, through webinars, through Project Team meetings & sharing of best practices; Collection of data across SNFs– Assistance will be offered, as needed, to standardize the collection of data for Domain 1 & Domain 3 metrics. FLPPS IT committee is providing support & assistance with this & will create a web-based system if needed to assist with data collection.

R: IT interface with multiple EMRS PLUS those without IT infrastructure.
M: We are coordinating the IT needs with our FLPPS IT committee & through Project 2.a.i. Conduct current state analysis of technological capabilities of SNF partners. Clarify EMR milestone requirements with PCG/IA. Develop plan to assist SNFs without access to an EMR.

R: Mistrust of the process & of collaboration. Several factors contribute to this risk: This is a new collaborative effort; funds flow is still in development; project implementation will require work flow changes at each SNF; resistance may occur that can impede our timeline commitment. This has particularly been an issue with the proprietary facilities.
M: Identify SNF Project Champions at each participating SNF who will liaison with the FLPPS; Voice concerns openly so necessary dialogue & assurances can occur; Continue to be transparent with all processes; Include "members", in all applicable decision-making forums.

R: Implementation & sustainability. Organizations tend to drift back to "business as usual" if changes are not fully acculturated.
M: Identifying SNF Champions at leadership level in each SNF & establish a "learning collaborative" among them to keep the project objective & P4P as active motivator.



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R: General engagement of SNFs in project activities has been challenging due in part to our incentive structure and Phase I contracting methodology, which was weighted significantly on the number of attributed lives within each partner organization.

M: Examine alternative contracting formulas that would incentivize performance and not rely as heavily on attributed lives. This is particularly relevant as all project speed needs to be accomplished by 3/31/17.



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✔ IPQR Module 3.a.v.2 - Patient Engagement Speed

Instructions :

Enter the number of patients actively engaged through the current quarter. The number entered into the "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	4,987

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	500	1,000	1,500	2,000
	Quarterly Update	663	995	1,305	1,894
	Percent(%) of Commitment	132.60%	99.50%	87.00%	94.70%
IA Approved	Quarterly Update	0	332	0	1,582
	Percent(%) of Commitment	0.00%	33.20%	0.00%	79.10%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (1,894) does not meet your committed amount (2,000) for 'DY2,Q4'

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av2_PES_BASE_3av_MAPP_DY2Q4_-_FLPPS_13861.xlsx	3av MAPP DY2Q4 - FLPPS.xlsx	04/27/2017 01:23 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY2,Q4.



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✅ IPQR Module 3.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.

Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone #1 Implement BIP Model in Nursing Homes model using SNF skilled nurse practitioners (NP) and psychiatric social workers to provide early assessment, reassessment, intervention, and care coordination for at risk residents to reduce the risk of crisis requiring transfer to higher level of care.	DY2 Q4	Project	N/A	Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has implemented BIP Model in Nursing Homes meeting project requirements.		Provider	<u>Nursing Home</u>	Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Confirm the number/location of skilled nursing facilities that will participate in this project.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 2. Identify key project partners and establishes project team membership-(including skilled nursing facility staff, hospice, OMH, Alzheimer's Association, other community providers) and meeting schedule.		Project		Completed	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Task 3. Develop readiness survey; distribute, and collect results from SNF partners in order to gain an understanding of the current state of workforce, resources, and services provided.		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task 4. Design workflow and identify risks to project implementation and mitigation strategies.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 5. Develop processes for review and approval of protocols.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 6. Identify and develop data requirements and schedule for reporting requirements.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 7. Monitor skilled nursing facilities for project implementation progress in order to identify and implement best practices across PPS providers.		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
8. Provide ongoing evaluation on project progress of reported metrics and project implementation speed and scale requirements.										
Milestone #2 Augment skills of the clinical professionals in managing behavioral health issues.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task The PPS has trained clinical professionals in Skilled Nursing Facilities to provide BIP program services and applicable behavioral interventions.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Identify and assess current behavioral health staffing levels and skill level of clinical professionals in partner SNFs.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 2. Identify and develop an inventory of services and trainings that will provide education and trainings to SNFs in managing behavioral health issues		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task 3. Identified services are reviewed by project team, subject matter expert, and clinical quality committee.		Project		Completed	12/31/2015	12/31/2016	12/31/2015	12/31/2016	12/31/2016	DY2 Q3
Task 4. PPS recommends services to SNFs for training in behavioral interventions.		Project		Completed	10/01/2016	01/31/2017	10/01/2016	01/31/2017	03/31/2017	DY2 Q4
Task 5. Develop strategy to implement behavioral health trainings for clinical staff.		Project		Completed	10/01/2016	01/31/2017	10/01/2016	01/31/2017	03/31/2017	DY2 Q4
Task 6. Implement INTERACT or other recommended risk assessment and patient monitoring tool in facility.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 7. Implement Project ECHO GEMH learning collaborative in facility.		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task 8. PPS oversees the training strategy implementation.		Project		Completed	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 9. Set up a web-based repository for educational trainings, case reviews, that can be shared with all participating SNFs.		Project		On Hold	12/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 10. Develop training and tracking logs for reporting.		Project		On Hold	12/31/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #3 Enable the non-clinical staff to effectively interact with a	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4



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behavioral population										
Task The PPS has trained non-clinical staff in identifying early signs of behavioral health issues.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Identify and assesses current non-clinical staffing levels and skill level of staff in partner SNFs.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 2. Identify and develop an inventory of services and trainings that will provide education and trainings to non-clinical staff		Project		Completed	07/01/2015	12/31/2016	07/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task 3. Identified services are reviewed by project team, subject matter expert, and clinical quality committee.		Project		Completed	12/31/2015	01/31/2017	12/31/2015	01/31/2017	03/31/2017	DY2 Q4
Task 4. PPS recommends services to SNFs for training in effective interactions with a behavioral population.		Project		Completed	04/01/2016	01/31/2017	04/01/2016	01/31/2017	03/31/2017	DY2 Q4
Task 5. Develop strategy to implement behavioral health trainings non-clinical staff.		Project		Completed	04/01/2016	01/31/2017	04/01/2016	01/31/2017	03/31/2017	DY2 Q4
Task 6. Implement INTERACT or other recommended risk assessment and patient monitoring tool in facility.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 7. Implement Project ECHO GEMH learning collaborative in facility.		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task 8. PPS oversees the training strategy implementation.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 9. Set up a web-based repository for educational trainings, case reviews, that can be shared with all participating SNFs.		Project		On Hold	12/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 10. Develop training and tracking logs for reporting.		Project		On Hold	12/31/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #4 Assign a NP with Behavioral Health Training as a coordinator of care.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task The PPS has assigned a NP with Behavioral Health Training as a coordinator of care.		Provider	<u>Nursing Home</u>	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Assess current SNF partner utilization of NPs and other providers as coordinator of care for patients with behavior health		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3



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issues.										
Task 2. Consult with workforce Project Manager and vendor to identify gaps in availability of NPs with Behavioral Health Training in the PPS region.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task 3. Based on workforce gap analysis, ascertain viable options and timeline for psychiatric care coordination considering HPSA status for psychiatric providers and project timeline.		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task 4. Develop strategy for obtaining enhanced behavioral health training for NPs.		Project		Completed	12/31/2015	12/31/2016	12/31/2015	12/31/2016	12/31/2016	DY2 Q3
Task 5. Obtain confirmation of strategies that we may use to meet project requirements despite shortage of psychiatric providers.		Project		Completed	04/01/2016	12/31/2016	04/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 6. Implements strategy for enhanced training for NPs and sharing of resources across providers.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #5 Implement a Behavior Management Interdisciplinary Team Approach to care.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Resources have been assigned to Behavior Team as part of Behavior Management interdisciplinary Team; PPS has a description of structure and function of behavior team.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Regularly scheduled formal meetings are held to develop interdisciplinary team care protocols.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Interdisciplinary care standards are in place, specifically including interdisciplinary behavior management protocols and practices.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Interdisciplinary team staff have been trained on interdisciplinary protocols.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Identify and assess what current staffing patterns and utilization of clinical staff are in SNF patient care planning.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task 2. Develop workflow diagrams that identify team members, their roles, and the overall team structure.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4



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3. Develop interdisciplinary behavior management protocols.										
Task 4. Protocols are reviewed by project team, subject matter expert, and clinical quality committee.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 5. PPS recommends interdisciplinary behavior management protocols to skilled nursing facilities.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 6. Develop strategy to implement behavior management protocols.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 7. Develop training materials and schedules for interdisciplinary team.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 8. PPS oversees the training strategy implementation.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 9. Develop training and tracking logs for reporting.		Project		On Hold	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #6 Implement a medication reduction and reconciliation program.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS monitors medication administration to identify opportunities for medication reduction, especially where early behavioral interventions can be used to prevent use of medication.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has developed medication reconciliation program.		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task 1. Identify and assess medication use programs currently being utilized by SNFs.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 2. Construct protocols and algorithms to inform a medication reduction and reconciliation program.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 3. Develop process flow diagrams of protocols and algorithms for medication reduction and reconciliation.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 4. Process flow diagrams are reviewed by subject matter experts and clinical quality committee.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 5. PPS recommends process flow diagrams and protocols to skilled nursing facilities.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 6. Develop strategy for implementing medication reduction and		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4



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reconciliation plan.										
Task 7. Develop training materials and schedules for medication program.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 8. PPS oversees the training strategy implementation.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 9. Providers will report ongoing medication usage data to PPS on an to-be established schedule.		Project		On Hold	12/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 10. Develop training and tracking logs for reporting on medication program.		Project		On Hold	12/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #7 Increase the availability of psychiatric and psychological services via telehealth and urgently available providers.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS evaluates access to psychiatric services (in terms of community needs assessment, geographic access, wait times, and other measures).		Project		Completed	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task PPS offers telehealth services for SNF patients where access to psychiatric and psychological services is limited.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Evaluate Community Needs Assessment data to determine current status of psychiatric services in the PPS region.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task 2. Consult with workforce Project Manager and vendor to identify gaps in availability of psychiatric providers in the PPS region.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task 3. Based on workforce gap analysis, PPS ascertains viable telehealth options and develops strategy for access.		Project		Completed	01/01/2016	12/31/2016	01/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 4. Develop guidelines of PPS-wide best practices for utilization of telemedicine throughout the PPS participating SNFs.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 5. Guidelines are reviewed by subject matter experts and clinical quality committee.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 6. PPS oversees the implementation strategy for telehealth provider access and utilization.		Project		Completed	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #8	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4



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Provide holistic psychological Interventions.										
Task The PPS has defined the types of behavioral health services that are provided, factors that will make the services holistic, and plan to hire or train staff to provide holistic interventions.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Develop categories of holistic interventions and characteristics of interventions that meet criteria.		Project		Completed	07/01/2015	01/31/2017	07/01/2015	01/31/2017	03/31/2017	DY2 Q4
Task 2. Assess the current types of behavioral services provided in SNFs and whether they can be considered as holistic		Project		Completed	07/01/2015	01/31/2017	07/01/2015	01/31/2017	03/31/2017	DY2 Q4
Task 3. Share current services and tools via project team meetings and/or local webinars.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 4. Identify and develop training protocols for staff providing holistic interventions.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 5. Training protocols are reviewed by subject matter experts and clinical quality committee.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 6. Assess how these interventions would be staffed and sustained over time.		Project		On Hold	02/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 7. PPS oversees the training strategy implementation.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 8. Develop training and tracking logs for reporting.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #9 Provide enhanced recreational services.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has increased availability of recreational services.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Define recreational services and query project team partners on current state of recreational services offered in SNFs.		Project		Completed	07/01/2015	01/31/2017	07/01/2015	01/31/2017	03/31/2017	DY2 Q4
Task 2. Identify areas of recreational services that could be enhanced.		Project		Completed	10/01/2015	01/31/2017	10/01/2015	01/31/2017	03/31/2017	DY2 Q4
Task 3. Provider implements additional, enhanced recreational services as appropriate.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 4. Develop training and tracking logs for reporting of staff and patients engaged in these services.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Milestone #10 Develop crisis intervention strategies via development of an algorithm for staff intervention and utilization of sitter services.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has developed crisis intervention program for facilities that includes appropriately trained staff.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has developed an algorithm for interventions.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Staff are trained on crisis intervention strategies.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS uses sitter services for crisis intervention where necessary.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Assess current crisis intervention strategies being employed by skilled nursing facilities.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 2. Develop strategy to address areas where crisis intervention strategies are underutilized.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 3. Develop protocols and algorithms for crisis intervention programs.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 4. Protocols are reviewed by subject matter experts and clinical quality committee.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 5. Provider conducts staff trainings on crisis intervention protocols and algorithms.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 6. Assess current use/need for sitter services and how they are obtained.		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 7. Develop plan to address areas where sitter services are underutilized.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 8. Develop training and tracking logs for reporting on crisis intervention.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #11 Improve documentation and communication re: patient status.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task PPS documents patient status in patient health record, including behavioral health interventions and medication use.		Project		Completed	10/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task		Project		Completed	10/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4



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PPS provides periodic training on documentation of patient status and best practices communicating patient status to multidisciplinary care team and patient.										
Task 1. Assess current SNF practices in patient status documentation and communication with treatment team.		Project		Completed	10/01/2015	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 2. Identify areas where documentation and communication could be improved.		Project		Completed	01/01/2016	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 3. Develop patient status documentation protocols to include BH interventions and medication use.		Project		Completed	01/01/2016	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 4. Protocols are reviewed by subject matter experts and clinical quality committee.		Project		Completed	02/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 5. Provider conducts staff trainings on documentation and communication protocols.		Project		Completed	02/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 6. Develop training and tracking logs for reporting.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #12 Modify the facility environment.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has made evidence-based changes to facility environment to promote behavioral health.		Provider	Nursing Home	On Hold	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 1. Assess current SNF facility environment(s)		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 2. Identify evidenced-based environment modifications that could be used in SNFs to promote behavioral health well being.		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 3. Identified modifications are reviewed by the subject matter expert and clinical quality committee.		Project		On Hold	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 4. Provider executes evidenced-based environmental improvement changes .		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 5. Develop tracking logs for reporting.		Project		On Hold	01/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #13 Formal agreements with the Medicaid Managed Care organizations (including MLTC and FIDA plans) serving the	DY2 Q4	Project	N/A	Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4



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affected population to provide coverage for the service array under this project.										
Task PPS has engaged MCO to develop protocols for coordination of services under this project.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 1. Determine PPS criteria to select MCO(s) for engagement.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 2. Identify key MCO(s) for engagement based on defined data.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 3. Identify FLPPS personnel and/or appropriate Clinical and Finance Committee members to attend lead meetings.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 4. Utilize FLPPS Clinical SMEs and Clinical Project Committee to develop proposed coordination protocols for MCO discussions.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 5. Leverage reoccurring meetings with MCO(s) as part of 2.a.i. requirements and introduce coordination protocols and discuss adoption procedures.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 6. Identify discussion topics for next steps as well as assign owners to key deliverables for future meetings.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 7. Develop process for provider compliance with established and agreed upon protocols.		Project		On Hold	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #14 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Set expectations on short and long term patient engagement tracking data delivery mechanisms.		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task 2. Define the data elements necessary to track the engagement.		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task 3. Establish reporting periods and dates for providers to report patient engagement.		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2
Task 4. Identify role/staff that will be responsible for reporting on		Project		Completed	08/03/2015	09/30/2015	08/03/2015	09/30/2015	09/30/2015	DY1 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
patient engagement.										
Task 5. Evaluation of technology toolset (EMR, PMS, etc...), maturity of usage and HIE integration readiness assessment.		Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task 6. Determine level of RHIO integration and service subscription.		Project		Completed	07/01/2015	12/30/2015	07/01/2015	12/30/2015	12/31/2015	DY1 Q3
Task 7. Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 8. Work with providers to develop an implementation plan to meet short and long term reporting requirements.		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Implement BIP Model in Nursing Homes model using SNF skilled nurse practitioners (NP) and psychiatric social workers to provide early assessment, reassessment, intervention, and care coordination for at risk residents to reduce the risk of crisis requiring transfer to higher level of care.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES1_BASE_DY2Q4_R_3av_M1_M4_M12_Remediation_Contracted_List_170616_15431.xlsx	DY2Q4R 3av M1 M4 M12 Remediation Contracted List 170616.xlsx	06/19/2017 02:33 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES1_BASE_DY2Q4_R_3av_M1_M4_M12_Remediation_170616_15430.pdf	DY2Q4R 3av M1 M4 M12 Remediation 170616.pdf	06/19/2017 02:32 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ3av_MDL3av3_PRES1_DOC_SNF_Contracted_List_11462.xlsx	Partner List	04/23/2017 02:29 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES1_BASE_DY2Q4_3av_M1_Supporting_Document_170412_10236.pdf	DY2Q4 3av M1 Supporting Document 170412.pdf	04/14/2017 12:13 AM
Augment skills of the clinical professionals in managing behavioral health issues.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES2_BASE_DY2Q4_3av_M2_Supporting_Document_170415_10384.pdf	DY2Q4 3av M2 Supporting Document 170415.pdf	04/15/2017 11:46 PM
Enable the non-clinical staff to effectively interact with a behavioral population	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES3_BASE_DY2Q4_3av_M3_Supporting_Document_170415_10386.pdf	DY2Q4 3av M3 Supporting Document 170415.pdf	04/16/2017 12:01 AM
Assign a NP with Behavioral Health Training as a coordinator of care.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES4_BASE_DY2Q4_R_3av_M1_M4_M12_Remediation_Contracted_List_170616_15433.xlsx	DY2Q4R 3av M1 M4 M12 Remediation Contracted List 170616.xlsx	06/19/2017 02:36 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES4_BASE_DY2Q4_R_3av_M1_M4_M12_Remediation_170616_15432.pdf	DY2Q4R 3av M1 M4 M12 Remediation 170616.pdf	06/19/2017 02:35 PM
	db436102	Documentation/Certification	9_DY2Q4_PROJ3av_MDL3av3_PRES4_DOC_SNF_Contracted_List_11465.xlsx	Partner List	04/23/2017 02:33 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES4_BASE_DY2Q4_3av_M4_Supporting_Document_170415_11218.pdf	DY2Q4 3av M4 Supporting Document 170415.pdf	04/21/2017 11:03 AM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Implement a Behavior Management Interdisciplinary Team Approach to care.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES5_BASE_DY2Q4_3av_M5_Supporting_Document_170415_10387.pdf	DY2Q4 3av M5 Supporting Document 170415.pdf	04/16/2017 12:13 AM
Implement a medication reduction and reconciliation program.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES6_BASE_DY2Q4_3av_M6_Supporting_Document_170415_10388.pdf	DY2Q4 3av M6 Supporting Document 170415.pdf	04/16/2017 12:32 AM
Increase the availability of psychiatric and psychological services via telehealth and urgently available providers.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES7_BASE_DY2Q4_3av_M7_Supporting_Document_170415_11368.pdf	DY2Q4 3av M7 Supporting Document 170415.pdf	04/21/2017 03:49 PM
Provide holistic psychological Interventions.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES8_BASE_DY2Q4_3av_M8_Supporting_Document_170415_10390.pdf	DY2Q4 3av M8 Supporting Document 170415.pdf	04/16/2017 02:52 AM
Provide enhanced recreational services.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES9_BASE_DY2Q4_3av_M9_Supporting_Document_170415_11240.pdf	DY2Q4 3av M9 Supporting Document 170415.docx	04/21/2017 11:24 AM
Develop crisis intervention strategies via development of an algorithm for staff intervention and utilization of sitter services.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES10_BASE_DY2Q4R_3av_M10_Remediation_170616_15443.xlsx	DY2Q4R 3av M10 Remediation 170616.xlsx	06/19/2017 02:40 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES10_BASE_DY2Q4_3av_M10_Supporting_Document_170415_10391.pdf	DY2Q4 3av M10 Supporting Document 170415.pdf	04/16/2017 03:00 AM
Improve documentation and communication re: patient status.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES11_BASE_DY2Q4_3av_M11_Supporting_Document_170415_10389.pdf	DY2Q4 3av M11 Supporting Document 170415.pdf	04/16/2017 01:21 AM
Modify the facility environment.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES12_BASE_DY2Q4R_3av_M1_M4_M12_Remediation_Contracted_List_170616_15438.xlsx	DY2Q4R 3av M1 M4 M12 Remediation Contracted List 170616.xlsx	06/19/2017 02:38 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES12_BASE_DY2Q4R_3av_M1_M4_M12_Remediation_170616_15436.pdf	DY2Q4R 3av M1 M4 M12 Remediation 170616.pdf	06/19/2017 02:38 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES12_BASE_DY2Q4_3av_M12_Supporting_Document_170417_10525.pdf	DY2Q4 3av M12 Supporting Document 170417.pdf	04/17/2017 05:34 PM
Formal agreements with the Medicaid Managed Care organizations (including MLTC and FIDA plans) serving the affected population to provide coverage for the service array under this project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES13_BASE_DY2Q4R_3av_M13_Remediation_170616_15446.pdf	DY2Q4R 3av M13 Remediation 170616.pdf	06/19/2017 02:43 PM
	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES13_BASE_DY2Q4_3av_M13_Supporting_Document_170417_10521.pdf	DY2Q4 3av M13 Supporting Document 170417.pdf	04/17/2017 05:31 PM
Use EHRs or other technical platforms to track all patients engaged in this project.	oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3av_MDL3av3_PRES14_BASE_DY2Q4_3av_M14_Supporting_Document_170410_10290.pdf	DY2Q4 3av M14 Supporting Document 170410.docx	04/14/2017 12:19 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Implement BIP Model in Nursing Homes model using SNF skilled nurse practitioners (NP) and psychiatric social workers to provide early assessment, reassessment, intervention, and care coordination for at risk residents to reduce the risk of crisis requiring transfer to higher level of care.	DY2Q4 3av Milestones 1, 4, and 12 Remediation Narrative: Please see the attached "DY2Q4R 3av M1 M4 M12 Remediation 170616.pdf" PDF file and the attached "DY2Q4R 3av M1 M4 M12 Remediation Contracted List 170616.xlsx" Excel file addressing the Remediation items requested by the IA.



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Augment skills of the clinical professionals in managing behavioral health issues.	DY2Q4 3av Milestone 2 Narrative: Please see the attached "DY2Q4 3av M2 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Enable the non-clinical staff to effectively interact with a behavioral population	DY2Q4 3av Milestone 3 Narrative: Please see the attached "DY2Q4 3av M3 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Assign a NP with Behavioral Health Training as a coordinator of care.	DY2Q4 3av Milestones 1, 4, and 12 Remediation Narrative: Please see the attached "DY2Q4R 3av M1 M4 M12 Remediation 170616.pdf" PDF file and the attached "DY2Q4R 3av M1 M4 M12 Remediation Contracted List 170616.xlsx" Excel file addressing the Remediation items requested by the IA. DY2Q4 3av Milestone 4 Narrative: Please see the attached "DY2Q4 3av M4 Supporting Document 170415.pdf" file showing achievement of the Milestone. List of contracted nursing home providers is attached.
Implement a Behavior Management Interdisciplinary Team Approach to care.	DY2Q4 3av Milestone 5 Narrative: Please see the attached "DY2Q4 3av M5 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Implement a medication reduction and reconciliation program.	DY2Q4 3av Milestone 6 Narrative: Please see the attached "DY2Q4 3av M6 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Increase the availability of psychiatric and psychological services via telehealth and urgently available providers.	DY2Q4 3av Milestone 7 Narrative: Please see the attached "DY2Q4 3av M7 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Provide holistic psychological Interventions.	DY2Q4 3av Milestone 8 Narrative: Please see the attached "DY2Q4 3av M8 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Provide enhanced recreational services.	DY2Q4 3av Milestone 9 Narrative: Please see the attached "DY2Q4 3av M9 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Develop crisis intervention strategies via development of an algorithm for staff intervention and utilization of sitter services.	DY2Q4 3av Milestone 10 Remediation Narrative: Please see the attached "DY2Q4R 3av M10 Remediation 170616.xlsx" Excel file addressing the Remediation item requested by the IA. DY2Q4 3av Milestone 10 Narrative: Please see the attached "DY2Q4 3av M10 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Improve documentation and communication re: patient status.	DY2Q4 3av Milestone 11 Narrative: Please see the attached "DY2Q4 3av M11 Supporting Document 170415.pdf" file showing achievement of the Milestone.
Modify the facility environment.	DY2Q4 3av Milestones 1, 4, and 12 Remediation Narrative: Please see the attached "DY2Q4R 3av M1 M4 M12 Remediation 170616.pdf" PDF file and the attached "DY2Q4R 3av M1 M4 M12 Remediation Contracted List 170616.xlsx" Excel file addressing the Remediation items requested by the IA. DY2Q4 3av Milestone 12 Narrative: Please see the attached "DY2Q4 3av M12 Supporting Document 170417.pdf" file showing achievement of the Milestone.
Formal agreements with the Medicaid Managed Care organizations (including MLTC and FIDA plans) serving the affected population to provide coverage for the service array under this project.	DY2Q4 3av Milestone 13 Remediation Narrative: Please see the attached "DY2Q4R 3av M13 Remediation 170616.pdf" file addressing the Remediation item requested by the IA. DY2Q4 3av Milestone 13 Narrative: Please see the attached "DY2Q4 3av M13 Supporting Document 170417.pdf" file showing achievement of the Milestone.



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Use EHRs or other technical platforms to track all patients engaged in this project.	DY2Q4 3av Milestone 14 Narrative: Please see the attached "DY2Q4 3av M14 Supporting Document 170410.pdf" file showing achievement of the Milestone.

Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass & Complete	
Milestone #2	Pass & Complete	
Milestone #3	Pass & Complete	
Milestone #4	Pass & Complete	
Milestone #5	Pass & Complete	
Milestone #6	Pass & Complete	
Milestone #7	Pass & Complete	
Milestone #8	Pass & Complete	
Milestone #9	Pass & Complete	
Milestone #10	Pass & Complete	
Milestone #11	Pass & Complete	
Milestone #12	Pass & Complete	
Milestone #13	Fail	The IA does not consider this milestone complete. The PPS was required to submit agreements or MOUs between its provider network and MCOs. The PPS submitted a narrative acknowledging that it does not have the agreements or MOUs between its provider network and MCOs to meet the milestone requirements.
Milestone #14	Pass & Complete	



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✓ IPQR Module 3.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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 3.a.v.5 - IA Monitoring

Instructions :



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Project 3.f.i – Increase support programs for maternal & child health (including high risk pregnancies) (Example: Nurse-Family Partnership)

✓ IPQR Module 3.f.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.

R: IT capability for electronic referral system and care management program.
M: The PPS IT department will assist in the development of interoperability for care management, patient tracking, referral system and standardized method of manual tracking which will be required until all electronic systems are in place across the PPS. The PPS will determine the vendor to be used for the referral system, care management and patient data tracking. The PPS will provide technical assistance to users. PPS will work with organizations who have moved forward to have the ability to electronically make referrals, track data and documented case management of pregnant women. Working in collaboration with University of Rochester and Rochester Regional Health System who are working collaboratively to implement CHW program. The risk for not having IT vendor for Special Contracting providers still exists.



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✔ IPQR Module 3.f.i.2 - Patient Engagement Speed

Instructions :

Enter the number of patients actively engaged through the current quarter. The number entered into the "Quarterly Update" area needs to reflect the cumulative method of counting within a DSRIP year. For example, the number reported in this field for Q4 should include patients previously reported in Q3 plus new patients engaged in Q4. Any explanations regarding altered or missed patient commitments must be included within the narrative box, not as text within uploaded documentation.

Benchmarks	
Actively Engaged Speed	Actively Engaged Scale
DY4,Q4	1,889

	Year,Quarter	DY2,Q1	DY2,Q2	DY2,Q3	DY2,Q4
PPS Reported	Baseline Commitment	68	201	426	689
	Quarterly Update	338	438	519	667
	Percent(%) of Commitment	497.06%	217.91%	121.83%	96.81%
IA Approved	Quarterly Update	0	98	0	574
	Percent(%) of Commitment	0.00%	48.76%	0.00%	83.31%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (667) does not meet your committed amount (689) for 'DY2,Q4'

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PROJ3fi_MDL3fi2_PES_BASE_3fi_MAPP_DY2Q4_-_PHI_-_FLPPS_13862.xlsx	3fi MAPP DY2Q4 - PHI - FLPPS.xlsx	04/27/2017 01:25 PM

Narrative Text :

For PPS to provide additional context regarding progress and/or updates to IA.

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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✅ IPQR Module 3.f.i.3 - Prescribed Milestones

Models Selected		
Model 1 ❌	Model 2 ❌	Model 3 ✅

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)	Prescribed Due Date	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
Milestone #1 Implement an evidence-based home visitation model, such as the Nurse Family Partnership, for pregnant high- risk mothers including high-risk first time mothers.	DY2 Q2	Model 1	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has developed a project plan that includes a timeline for implementation of an evidence-based home visiting model, such as Nurse-Family Partnership visitation model, for this population.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #2 Develop a referral system for early identification of women who are or may be at high-risk.	DY2 Q2	Model 1	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has developed a referral system for early identification of women who are or may be at high-risk.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #3 Establish a quality oversight committee of OB/GYN and primary care providers to monitor quality outcomes and implement new or change activities as appropriate.	DY2 Q2	Model 1	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Membership of quality committee is representative of PPS staff involved in quality improvement processes and other stakeholders.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Quality committee identifies opportunities for quality improvement and use of rapid cycle improvement			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
methodologies, develops implementation plans, and evaluates results of quality improvement initiatives.											
Task PPS evaluates and creates action plans based on key quality metrics, to include applicable metrics listed in Attachment J Domain 3 Perinatal Care Metrics.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Service and quality outcome measures are reported to all stakeholders.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #4 Use EHRs or other IT platforms to track all patients engaged in this project.	DY2 Q2	Model 1	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 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
Milestone #5 Identify and engage a regional medical center with expertise in management of high-risk pregnancies and infants (must have Level 3 NICU services or Regional Perinatal Center).	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has identified and engaged with a regional medical center to address the care of high-risk pregnancies and infants (must have Level 3 NICU services or Regional Perinatal Center). Assessment of the volume of high-risk pregnancies to be obtained through the CNA.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #6 Develop a multidisciplinary team of experts with clinical and social support expertise who will co-manage care of the high-risk mother and infant with local community obstetricians and pediatric providers.	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has assembled a team of experts, including the number and type of experts and specialists and roles in the multidisciplinary team, to address the management of care of high-risk mothers and infants.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has established MOUs or joint operating			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
agreements with substantive multidisciplinary team responsible for co-managing care of high-risk mothers and infants.											
Milestone #7 Develop service MOUs between multidisciplinary team and OB/GYN providers.	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has identified and established MOUs or joint operating agreements between multidisciplinary team and OB/GYN providers.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #8 Utilize best evidence care guidelines for management of high risk pregnancies and newborns and implement uniform clinical protocols based upon evidence-based guidelines.	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has developed/adopted uniform clinical protocols guidelines based upon evidence-based standards agreed to by all partners.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has established best practice guidelines, policies and procedures, and plans for dissemination and training for interdisciplinary team on best practices.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Training has been completed.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #9 Ensure that all PPS safety net providers are actively sharing EHR systems or other IT platforms 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, by the end of DY 3.	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task EHR or other IT platforms, meets connectivity to RHIO's HIE and SHIN-NY requirements.			Provider	Safety Net Practitioner - Primary Care Provider (PCP)	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task EHR or other IT platforms, meets connectivity to RHIO's HIE and SHIN-NY requirements.			Provider	Safety Net Practitioner - Non-Primary Care Provider (PCP)	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task EHR or other IT platforms, meets connectivity to			Provider	Safety Net Clinic	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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RHIO's HIE and SHIN-NY requirements.											
Task PPS uses alerts and secure messaging functionality.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #10 Ensure that EHR systems or other IT platforms used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task EHR or other IT platforms meets Meaningful Use Stage 2 CMS requirements (Note: any/all MU requirements adjusted by CMS will be incorporated into the assessment criteria).			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.			Provider	Safety Net Practitioner - Primary Care Provider (PCP)	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #11 Use EHRs or other IT platforms to track all patients engaged in this project.	DY2 Q2	Model 2	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 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
Milestone #12 Develop a Community Health Worker (CHW) program on the model of the Maternal and Infant Community Health Collaboratives (MICHC) program; access NYSDOH-funded CHW training program.	DY2 Q2	Model 3	Project	N/A	Completed	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task PPS developed a work plan to use NYSDOH CHW training program and ensure CHW-trained members are integrated into the multidisciplinary team. PPS has obtained DOH funding for CHW training.			Project		Completed	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Form a multidisciplinary PPS project team comprised of OB providers, nurses, hospitals, county health departments, and community agencies who will develop a CHW and NFP program for the region			Project		Completed	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Develop workflows for CHW and NFP programs			Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1



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including roles of multidisciplinary team.											
Task Understand current MICHC CHW and NFP programs in PPS region			Project		Completed	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Determine gaps in MICHC CHW and NFP services within PPS region, based on C NA data information and needs of the counties.			Project		Completed	08/01/2015	12/31/2015	08/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Determine the expansion capacity of existing MICHC CHW and NFP programs			Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Evaluate existing programs to MICHC CHW requirements and develop plan to enhance the programs			Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Collaborative with Healthy Families, county social services, and other community based organizations to develop working relationships for input into program design and referral sources			Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Develop MICHC CHW and NPF Program Expansion plan based on county needs for the success of the project			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Determine number of MICHC CHW's to be trained			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Utilize NYSDOH training, when available			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Coordinate training schedule with Center of Excellence approved CHW Training Center - UR Medicine			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Obtain NYSDOH funding for training, when available - estimate September			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop ongoing centralized training plan			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Implement training			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2



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Develop plan for monitoring training activities and need for re-training.											
Milestone #13 Employ a Community Health Worker Coordinator responsible for supervision of 4 - 6 community health workers. Duties and qualifications are per NYS DOH criteria.	DY2 Q2	Model 3	Project	N/A	Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task PPS has named assigned CHW Coordinator(s) or timeline for hiring CHW Coordinator(s).			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop job description based on NYSDOH MICHC criteria 1.) Develop PPS wide standard for job description elements 2.) Identify requirement for job description and its purpose for CHW program 3.) Identify team who will draft job descriptions in conjunction with FLPPS PM and Clinical SME based on DSRIP need 4.) Develop job description elements 5.) Review other PPS job descriptions and ensure alignment– edit protocols if needed to ensure alignment with other PPS protocols 6.) Review and obtain approval of job description from internal project team 7.) Once project team provides approval, present and seek approval of job description through PPS full clinical quality committee and 8.) Once approved by clinical quality committee, cascade job description to CHW providers through multi-faceted communication, training, and education channels 9.) Hold PPS wide educational webinars on job description 10.) Develop PPS wide compliance monitoring processes to ensure CHW Coordinator's are using protocols correctly			Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Based on MICHC CHW expansion plan, determine			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
time frame for hiring of MICHC CHW Coordinator(s)											
Task Employ CHW Coordinator(s).			Project		Completed	03/01/2016	09/30/2016	03/01/2016	09/30/2016	09/30/2016	DY2 Q2
Milestone #14 Employ qualified candidates for Community Health Workers who meet criteria such as cultural competence, communication, and appropriate experience and training.	DY2 Q2	Model 3	Project	N/A	Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task PPS has developed a CHW workforce strategy and attendant qualifications of CHW(s) who meet the following criteria: 1) Indigenous community resident of the targeted area; 2) Writing ability sufficient to provide adequate documentation in the family record, referral forms and other service coordination forms, and reading ability to the level necessary to comprehend training materials and assist others to fill out forms; 3) Bilingual skills, depending on the community and families being served; 4) Knowledge of the community, community organizations, and community leaders; 5) Ability to work flexible hours, including evening and weekend hours.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop job description based on NYSDOH MICHC criteria - using same process as development of CHW Coordinator job description.			Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Based on Community Health Needs Assessment, develop strategy to hire CHW's that meet the job requirements outlined in NYSDOH MICHC criteria.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Coordinate with workforce to develop work plan and strategy for recruitment and hiring of CHW's including collaboration with PPS county public health departments and existing programs.			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Hire and deploy CHW's			Project		Completed	03/31/2016	09/30/2016	03/31/2016	09/30/2016	09/30/2016	DY2 Q2
Milestone #15	DY2 Q2	Model 3	Project	N/A	Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Establish protocols for deployment of CHW.											
Task PPS has established timelines to complete protocols (policies and procedures) for CHW program, including methods for new and ongoing training for CHWs.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task PPS has developed plans to develop operational program components of CHW.			Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Project team will review current Maternal Child Health protocols for CHW and NFP			Project		Completed	08/01/2015	09/30/2016	08/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Project team will review NYSDOH MICHC criteria			Project		Completed	09/01/2015	01/31/2016	09/01/2015	01/31/2016	03/31/2016	DY1 Q4
Task Develop workflow for CHW and NFP program			Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Project team will write policies and procedures			Project		Completed	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Coordinate with workforce vendor to develop work plan			Project		Completed	09/01/2015	06/30/2016	09/01/2015	06/30/2016	06/30/2016	DY2 Q1
Milestone #16 Coordinate with the Medicaid Managed Care organizations serving the target population.	DY2 Q2	Model 3	Project	N/A	Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task PPS has established agreements with MCOs demonstrating coordination regarding CHW program, or attestation of intent to establish coverage agreements, as well as progress to date.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Determine PPS criteria to select MCO(s) for engagement and identify key MCO(s) for engagement based on defined criteria			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Identify FLPPS personnel and/or appropriate Clinical and Finance Committee members to attend lead meetings			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Utilize FLPPS Clinical Subject Matter Experts and Clinical Project Committee to identify services that are currently covered by MCO(s) and identify potential gaps			Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
Task Develop proposed strategy to ensure that appropriate services (CHW program) are covered as part of project efforts			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Leverage reoccurring meetings with MCO(s) as part of 2.a.i. requirements to introduce proposed strategy to cover all identified essential services and discuss adoption procedures at the provider level, not at FLPPS level as a whole			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Advocate for formal agreements from partners with MCO(s) to ensure identified services are covered. Partners develop agreements with MCO(s) as necessary.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #17 Use EHRs or other IT platforms to track all patients engaged in this project.	DY2 Q2	Model 3	Project	N/A	Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task PPS identifies targeted patients and is able to track actively engaged patients for project milestone reporting.			Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Set expectations on short & long term patient engagement tracking data delivery mechanisms			Project		Completed	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Define the data elements necessary to track the engagement			Project		Completed	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish reporting periods and dates for providers to report on patient engagement			Project		Completed	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify role/staff that will be responsible for reporting on patient engagement			Project		Completed	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Evaluation of technology toolset (EMR, PMS, etc.), maturity of usage and HIE integration readiness assessment			Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Determine level of RHIO Integration and services			Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1



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Project Requirements (Milestone/Task Name)	Prescribed Due Date	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
subscription											
Task Identify the gaps and develop long term plans to acquire patient data from providers commensurate with current technical capabilities and HIE integration needs			Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Work with providers to develop an implementation plan to meet short and long term reporting requirements			Project		Completed	08/01/2015	09/30/2016	08/01/2015	09/30/2016	09/30/2016	DY2 Q2

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
Implement an evidence-based home visitation model, such as the Nurse Family Partnership, for pregnant high- risk mothers including high-risk first time mothers.	
Develop a referral system for early identification of women who are or may be at high-risk.	
Establish a quality oversight committee of OB/GYN and primary care providers to monitor quality outcomes and implement new or change activities as appropriate.	
Use EHRs or other IT platforms to track all patients engaged in this project.	
Identify and engage a regional medical center with expertise in management of high-risk pregnancies and infants (must have Level 3 NICU services or Regional Perinatal Center).	
Develop a multidisciplinary team of experts with clinical and social support expertise who will co-manage care of the high-risk mother and infant with local community obstetricians and pediatric providers.	
Develop service MOUs between multidisciplinary team and OB/GYN providers.	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Utilize best evidence care guidelines for management of high risk pregnancies and newborns and implement uniform clinical protocols based upon evidence-based guidelines.	
Ensure that all PPS safety net providers are actively sharing EHR systems or other IT platforms 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, by the end of DY 3.	
Ensure that EHR systems or other IT platforms 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 IT platforms to track all patients engaged in this project.	
Develop a Community Health Worker (CHW) program on the model of the Maternal and Infant Community Health Collaboratives (MICHHC) program; access NYSDOH-funded CHW training program.	
Employ a Community Health Worker Coordinator responsible for supervision of 4 - 6 community health workers. Duties and qualifications are per NYS DOH criteria.	
Employ qualified candidates for Community Health Workers who meet criteria such as cultural competence, communication, and appropriate experience and training.	
Establish protocols for deployment of CHW.	
Coordinate with the Medicaid Managed Care organizations serving the target population.	
Use EHRs or other IT platforms to track all patients engaged in this project.	

Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #1	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #2	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #3	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #4	Pass (with Exception) & Complete	The PPS did not select this model.



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Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #5	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #6	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #7	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #8	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #9	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #10	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #11	Pass (with Exception) & Complete	The PPS did not select this model.
Milestone #12	Pass & Complete	
Milestone #13	Pass & Complete	
Milestone #14	Pass & Complete	
Milestone #15	Pass & Complete	
Milestone #16	Pass & Complete	
Milestone #17	Pass & Complete	



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✓ IPQR Module 3.f.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
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

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
Mid-Point Assessment	



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IPQR Module 3.f.i.5 - IA Monitoring

Instructions :



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Project 4.a.iii – Strengthen Mental Health and Substance Abuse Infrastructure across Systems

✓ IPQR Module 4.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.

R: Target Population: The most significant risk at the outset of project design is Scope Creep due to lack of a fully defined target population.
M: Through early brainstorming sessions with the 4.a.iii Project Team, over 100 high-risk individuals, groups and communities were identified as being in need of MEB Health disorder prevention services. Particularly through Q2, it will be necessary for the team to significantly narrow the target population to ensure a defined project scope and associated measurable benefits over time. To this end, the project team, and others, have been engaged in several strategic visioning sessions which will be used to focus the project and help guide the DY1 population-based data collection activities. Once the data collection is complete, the target population will be further refined prior to the implementation of interventions.

R: Stigma: A second major risk to successful implementation of project 4.a.iii is the stigma associated with individuals diagnosed with MEB Health disorders.
M: A central focus of the MEB Health Partnership will be to confront this stigma, both through training on cultural competence across the PPS and through other mechanisms, to be determined.

R: Reimbursement: The lack of reimbursement for prevention services, particularly those focused on MEB Health, is a significant risk to program success. Existing fee-for-service reimbursement models do not support the provision of evidence-based prevention programs, particularly in the community setting. Often, community-based programs are grant funded and unsustainable, despite their level of effectiveness. This paradigm represents a root cause for service-related gaps.
M: The move to value-based reimbursement is an opportunity to increase access to evidence-based prevention programs. However, to be successful, community-based providers must implement infrastructure improvements and demonstrate the value of evidence-based interventions; that they are ultimately able to bill for those programs which highly contribute to the health of population. The PPS will support this evolution by facilitating the implementation of information technology and standardized data collection across targeted community-based prevention programs. This will facilitate evaluation activities that clearly define programmatic value in terms of cost, quality and outcomes. In this way, at the end of the five-year project period, the PPS will have developed a core set of MEB health promotion and prevention-related interventions that are worthy of reimbursement under a value-based system.

R: Information Technology: The PPS will support this evolution by facilitating the implementation of information technology and standardized data collection across targeted community-based prevention programs.
M: Develop an IT Change Management Strategy .This will facilitate evaluation activities that clearly define programmatic value in terms of cost, quality and outcomes. In this way, at the end of the five-year project period, the PPS will have developed a core set of MEB health promotion and prevention-related interventions that are worthy of reimbursement under a value-based system.

R: Financing: The implementation of programs to support MEB health promotion and disorder prevention requires resources not readily available to project participants.
M: In recognition of these financial constraints, the PPS will create an "Evidence-Based Practice Implementation Fund" to help green-light adoption



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of evidence-based programs across the region, with the goal of having at least 3 programs implemented in each NOCN by the end of Project Year
3. The PPS will work with local foundations and conduct additional development activities, as needed.



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✅ IPQR Module 4.a.iii.2 - 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
Milestone Participate in MEB Health and MEB Disorder Prevention Partnership	In Progress	Participate in MEB Health and MEB Disorder Prevention Partnership	04/01/2015	12/31/2018	04/01/2015	12/31/2018	12/31/2018	DY4 Q3
Task 1. Form workgroup at FLPPS of providers comprised of attested mental health, substance abuse, and community providers.	Completed	1. Form workgroup at FLPPS of providers comprised of attested mental health, substance abuse, and community providers.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task 2. Review existing partnerships/programs to identify gaps and strengths, build collaboration, and help define MEB Health Partnership-Finger Lakes Organization for Wellness, Education, and Recovery (FLOWER) goals to develop and document partnership structure, vision, goals, and decision-making processes.	Completed	2. Review existing partnerships/programs to identify gaps and strengths, build collaboration, and help define MEB Health Partnership-Finger Lakes Organization for Wellness, Education, and Recovery (FLOWER) goals to develop and document partnership structure, vision, goals, and decision-making processes.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 3. Establish FLOWER partnership with Charter Agreement in PPS region detailing the goals and objectives of the project.	Completed	3. Establish FLOWER partnership with Charter Agreement in PPS region detailing the goals and objectives of the project.	05/20/2015	09/30/2015	05/20/2015	09/30/2015	09/30/2015	DY1 Q2
Task 4. Identify and invite mental health and substance abuse providers and other community organizations to become members of the MEB Health Partnership including DOH/OMH/OASAS.	Completed	4. Identify and invite mental health and substance abuse providers and other community organizations to become members of the MEB Health Partnership including DOH/OMH/OASAS.	06/05/2015	12/31/2015	06/05/2015	12/31/2015	12/31/2015	DY1 Q3
Task 5. Establish a date for the Finger Lakes Organization for Wellness, Education, and Recovery (FLOWER) to host the first MEB Health Partnership Meeting.	Completed	5. Establish a date for the Finger Lakes Organization for Wellness, Education, and Recovery (FLOWER) to host the first MEB Health Partnership Meeting.	06/05/2015	09/30/2015	06/05/2015	09/30/2015	09/30/2015	DY1 Q2
Task 6. Continue FLOWER partnership and other partnerships during DSRIP period.	In Progress	6. Continue FLOWER partnership and other partnerships during DSRIP period.	09/01/2015	12/31/2018	09/01/2015	12/31/2018	12/31/2018	DY4 Q3



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task 7. Maintain ongoing collaboration with other PPS's to share best practices, educational materials, training strategies, and other strategies to overcome project implementation barriers.	In Progress	7. Maintain ongoing collaboration with other PPS's to share best practices, educational materials, training strategies, and other strategies to overcome project implementation barriers.	09/01/2015	12/31/2018	09/01/2015	12/31/2018	12/31/2018	DY4 Q3
Milestone Provide Cultural and Linguistic Training on MEB Health Prevention, Promotion and Treatment	Completed	Provide Cultural and Linguistic Training on MEB Health Prevention, Promotion and Treatment	10/19/2015	03/31/2017	10/19/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Partner with cultural competency and health literacy committee to review needs assessment data regarding MEB training needs.	Completed	1. Partner with cultural competency and health literacy committee to review needs assessment data regarding MEB training needs.	10/19/2015	09/30/2016	10/19/2015	09/30/2016	09/30/2016	DY2 Q2
Task 2. Define and develop MEB health and cultural competency and health literacy curriculum goals and objectives	Completed	2. Define and develop MEB health and cultural competency and health literacy curriculum goals and objectives	10/19/2015	09/30/2016	10/19/2015	09/30/2016	09/30/2016	DY2 Q2
Task 3. Assess workforce training needs of providers in PPS.	Completed	3. Assess workforce training needs of providers in PPS.	01/25/2016	12/31/2016	01/25/2016	12/31/2016	12/31/2016	DY2 Q3
Task 4. Design and produce MEB health competency curriculum content and learning models based on training needs.	Completed	4. Design and produce MEB health competency curriculum content and learning models based on training needs.	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 5. Develop and document trainings for providers with the support of the culture competency and health literacy committee.	Completed	5. Develop and document trainings for providers with the support of the culture competency and health literacy committee.	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 6. Initiate, document, and track workforce training.	Completed	6. Initiate, document, and track workforce training.	12/01/2016	03/31/2017	12/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone Share Data and Information on MEB health Promotion and MEB Disorder Prevention and Treatment	Completed	Share Data and Information on MEB health Promotion and MEB Disorder Prevention and Treatment	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 1. Identify and document high priority population-health data variables that will be collected	Completed	1. Identify and document high priority population-health data variables that will be collected	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 2. Identify and document roles and responsibilities of individuals charged with collecting, managing, and analyzing population-based data.	Completed	2. Identify and document roles and responsibilities of individuals charged with collecting, managing, and analyzing population-based data.	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task 3. Identify data collection sources and methodology	Completed	3. Identify data collection sources and methodology	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 4. Gather data, categorize data into data sets, and prepare the data for analysis.	Completed	4. Gather data, categorize data into data sets, and prepare the data for analysis.	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 5. Analyze data and provide a detailed report of population- based data.	Completed	5. Analyze data and provide a detailed report of population- based data.	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task 6. Establish incubator fund and develop funding process to test implementation of evidence-based practices.	On Hold	6. Establish incubator fund and develop funding process to test implementation of evidence-based practices.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task 7. Identify and develop IT solutions to support program evaluations.	On Hold	7. Identify and develop IT solutions to support program evaluations.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone Begin roll-out of evidence-based programs	Not Started	Begin roll-out of evidence-based programs	04/01/2017	09/30/2019	04/01/2017	09/30/2019	09/30/2019	DY5 Q2
Task 1. Research and select evidence-based MEB health promotion and disorder prevention models for roll-out.	Not Started	1. Research and select evidence-based MEB health promotion and disorder prevention models for roll-out.	04/01/2017	06/30/2017	04/01/2017	06/30/2017	06/30/2017	DY3 Q1
Task 2. Document implementation, monitoring, evaluation, and outcomes of evidence-based programs being rolled-out.	Not Started	2. Document implementation, monitoring, evaluation, and outcomes of evidence-based programs being rolled-out.	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task 3. Report outcomes of evaluation and cost benefit analysis of evidence-based programs.	Not Started	3. Report outcomes of evaluation and cost benefit analysis of evidence-based programs.	07/01/2017	09/30/2018	07/01/2017	09/30/2018	09/30/2018	DY4 Q2
Task 4. Collect and synthesize relevant information on MEB health promotion, disorder prevention and treatment.	Not Started	4. Collect and synthesize relevant information on MEB health promotion, disorder prevention and treatment.	01/01/2019	07/31/2019	01/01/2019	07/31/2019	09/30/2019	DY5 Q2
Task 5. Compile a compendium of MEB health promotion and disorder prevention and treatment information.	Not Started	5. Compile a compendium of MEB health promotion and disorder prevention and treatment information.	07/01/2019	09/30/2019	07/01/2019	09/30/2019	09/30/2019	DY5 Q2
Milestone Develop value-based payment methodology for MEB health prevention programs	Not Started	Develop value-based payment methodology for MEB health prevention programs	07/01/2019	03/31/2020	07/01/2019	03/31/2020	03/31/2020	DY5 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task 1. Research and select an emerging value-based payment model to assess and implement.	Not Started	1. Research and select an emerging value-based payment model to assess and implement.	10/01/2019	03/31/2020	10/01/2019	03/31/2020	03/31/2020	DY5 Q4
Task 2. Gather and formulate data analysis to determine cost-benefit analysis of evidence based programs.	Not Started	2. Gather and formulate data analysis to determine cost-benefit analysis of evidence based programs.	07/01/2019	03/31/2020	07/01/2019	03/31/2020	03/31/2020	DY5 Q4
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

PPS Defined Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Provide Cultural and Linguistic Training on MEB Health Prevention, Promotion and Treatment	db436102	Documentation/Certification	9_DY2Q4_PROJ4aiii_MDL4aiii2_PPS1244_DOC_DY2Q4_4aiii_M2_Supporting_Document_170419_PDF_10982.pdf	DY2Q4 4aiii M2 Supporting Document 170419 PDF	04/19/2017 09:29 PM

PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
Participate in MEB Health and MEB Disorder Prevention Partnership	
Provide Cultural and Linguistic Training on MEB Health Prevention, Promotion and Treatment	DY2Q4 4aiii Milestone 2 Narrative: Please see the attached "DY2Q4 4aiii M2 Supporting Document 170419 PDF.pdf" file showing achievement of the Milestone.
Share Data and Information on MEB health Promotion and MEB Disorder Prevention and Treatment	
Begin roll-out of evidence-based programs	
Develop value-based payment methodology for MEB health prevention programs	
Mid-Point Assessment	

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	The IA recognizes the completion of the Milestone: "Share Data and Information on MEB health Promotion and MEB Disorder Prevention and Treatment"



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IPQR Module 4.a.iii.3 - IA Monitoring

Instructions :



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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.

R: Inadequate engagement of CBO's is a significant risk to successful project implementation - to this end, there are a number of outstanding issues, including (1) The state-defined 5% funding limit for non-safety net providers; (2) An underdeveloped infrastructure across CBO entities; (3) An evolving understanding of regional CBO assets; and (4) Limited existing cross-sector collaboration.

M: FLPPS has hired a Provider Relations Associate to solely focus on CBO engagement, including the documentation and mapping of CBO assets by county and Naturally Occurring Care Network (NOCN). Phase II contracting will recognize CBO assets, connect assets to the IDS and facilitate referral and subcontracting relationships, as necessary. FLPPS will provide technical assistance, as needed, to ensure high-value CBOs have the resources necessary to contract/report/track outcomes.

R: The focus of this project is tied to the creation and implementation of a standardized risk assessment. This strategy was identified before New York State fully implemented their process for building the value-based payment methodology, which also includes the use of what will likely become a standardized risk assessment. FLPPS needs to move forward with project implementation while not developing or duplicating tools that will ultimately be dictated and implemented state-wide.

M: In response, FLPPS has undertaken a full analysis of chronic disease prevalence across the region to support the identification of a target population for whom the project can be focused prior to the development and adoption of a PPS-wide risk assessment. This process included the review of all high-cost chronic illness targeted by the advanced primary care model. This work will be reviewed with the project team in November 2015, and will likely result in the selection of a preliminary target population, which can be further refined when the state releases its risk assessment strategy.

R: Ability to contract with MCOs and get 90% of payments under value-based payment methodologies.

M: FLPPS will work in close collaboration with the State in incentivizing MCOs to negotiate and work with FLPPS and engage and educate partners to ensure buy-in for supporting VBP transition efforts.

R: There is currently a significant data gap around the measurement and evaluation of community-based prevention programs. CBOs often track programmatic success using process measures. There aren't clearly defined indicators/measures to track the value of a community based prevention/management intervention, nor the IT infrastructure to capture this data discreetly.

M: Through the work of the Integrated Delivery System project, FLPPS will implement an integrated IT solution that includes community-based prevention programs, to enable population health management based on identified indicators/measures that will have the ability to monitor a patient's health status before, during and after participation. Over time, this type of evaluation will allow the PPS to identify best practices and determine the value of a given intervention in preparation for the inclusion of high quality prevention and disease management programming in a value-based payment.



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✅ 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.

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Milestone Achieve PCMH as outlined in 2.a.i	In Progress	Achieve PCMH as outlined in 2.a.i	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Engage and communicate with primary care providers to ensure project understanding and alignment.	Completed	Engage and communicate with primary care providers to ensure project understanding and alignment.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.	Completed	Establish PPS PCMH support team to serve as subject matter experts on application completion and practice transformation.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Identify all PCMH eligible practices in PPS, and assess current state PCMH status of those practices	Completed	Identify all PCMH eligible practices in PPS, and assess current state PCMH status of those practices	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Identify major barriers to PCMH 2014 implementation to tailor support services to practices	Completed	Identify major barriers to PCMH 2014 implementation to tailor support services to practices	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)	Completed	Determine current EHR infrastructure of all primary care practices, as part of the IT Current State assessment (see IT Systems & Processes Work stream)	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Create prioritized list of practices who will need to begin EHR implementation	Completed	Create prioritized list of practices who will need to begin EHR implementation	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.	Completed	Develop and document a plan to engage practices to certify PCMH based on current state and readiness to achieve PCMH Level 3.	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Obtain PCMH certification from PCMH practices	In Progress	Obtain PCMH certification from PCMH practices	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Milestone	On Hold	Establish contracts with CBOs	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Establish contracts with CBOs								
Task Review the Local Health Department (LHD) Community Health Improvement Plans and Prevention Agenda Goals of PPS service area	Completed	Review the Local Health Department (LHD) Community Health Improvement Plans and Prevention Agenda Goals of PPS service area	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Determine target populations of each county to align with Community Needs Assessment and Prevention Agenda Goals	Completed	Determine target populations of each county to align with Community Needs Assessment and Prevention Agenda Goals	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Conduct PPS network assessment to identify Community Based Organizations in the network, the populations served, and services offered	Completed	Conduct PPS network assessment to identify Community Based Organizations in the network, the populations served, and services offered	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Develop FLPPS contract attachment specific to project 4.b.ii	On Hold	Develop FLPPS contract attachment specific to project 4.b.ii	07/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Identify CBO providers serving target populations in each county	On Hold	Identify CBO providers serving target populations in each county	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Engage identified CBO providers to complete contracting	On Hold	Engage identified CBO providers to complete contracting	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone Identify and test standardized risk assessment	On Hold	Identify and test standardized risk assessment	04/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Host a meeting to discuss goals of project and overlap of PCMH with FQHC and other Primary Care providers in network. Meeting will develop understanding of existing risk assessment and stratification in primary care settings.	Completed	Host a meeting to discuss goals of project and overlap of PCMH with FQHC and other Primary Care providers in network. Meeting will develop understanding of existing risk assessment and stratification in primary care settings.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Task As part of project team, understand what risk assessments and stratification exist in community based organizations and public health departments	Completed	As part of project team, understand what risk assessments and stratification exist in community based organizations and public health departments	07/01/2015	08/01/2015	07/01/2015	08/01/2015	09/30/2015	DY1 Q2
Task Draft initial list of components of a risk assessment that will identify the target populations of the project	On Hold	Draft initial list of components of a risk assessment that will identify the target populations of the project	08/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Engage vendors of Population Health	On Hold	Engage vendors of Population Health Management software as part of the FLPPS central services vendor selection process and evaluate vendor's	08/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Management software as part of the FLPPS central services vendor selection process and evaluate vendor's risk assessment library and workflows		risk assessment library and workflows						
Task Identify Vendor of population health management software	On Hold	Identify Vendor of population health management software	12/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Test vendor risk assessment content and workflow via electronic 'sandbox' environment or printed version of assessment with representation of CBO, public health, and PCP providers.	On Hold	Test vendor risk assessment content and workflow via electronic 'sandbox' environment or printed version of assessment with representation of CBO, public health, and PCP providers.	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Receive feedback and incorporate changes as appropriate	On Hold	Receive feedback and incorporate changes as appropriate	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone Expand clinical interventions across diverse provider-types	On Hold	Expand clinical interventions across diverse provider-types	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Complete current state analysis of PPS network, including mapping of chronic disease prevention and management services by county to determine the clinical settings a patient currently has access to chronic disease management and prevention services.	On Hold	Complete current state analysis of PPS network, including mapping of chronic disease prevention and management services by county to determine the clinical settings a patient currently has access to chronic disease management and prevention services.	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Define ideal state of chronic disease prevention and management services in a clinical setting (including behavioral health) required to meet the needs of the project target populations	On Hold	Define ideal state of chronic disease prevention and management services in a clinical setting (including behavioral health) required to meet the needs of the project target populations	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Conduct gap analysis and identify areas where expansion of services is needed, by provider type (stratified by target population of specific county)	On Hold	Conduct gap analysis and identify areas where expansion of services is needed, by provider type (stratified by target population of specific county)	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Distribute gap analysis to regional committee (Naturally Occurring Care Network) for review and feedback, including recommended next steps	On Hold	Distribute gap analysis to regional committee (Naturally Occurring Care Network) for review and feedback, including recommended next steps	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop action plan for increasing services	On Hold	Develop action plan for increasing services provided in appropriate communities	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
provided in appropriate communities								
Task Develop workflow process to refer patients to PCMH and other clinical resources and distribute throughout PPS to ensure awareness of local primary care providers accepting new Medicaid patients	On Hold	Develop workflow process to refer patients to PCMH and other clinical resources and distribute throughout PPS to ensure awareness of local primary care providers accepting new Medicaid patients	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Engage providers to increase services to fill identified gaps via process in action plan	On Hold	Engage providers to increase services to fill identified gaps via process in action plan	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone Assess gaps and support the implementation of community-based services	In Progress	Assess gaps and support the implementation of community-based services	07/01/2015	06/30/2018	07/01/2015	06/30/2018	06/30/2018	DY4 Q1
Task Host focus group with local health departments to better understand organization structure, services offered, and collect feedback on the project goals and target populations	On Hold	Host focus group with local health departments to better understand organization structure, services offered, and collect feedback on the project goals and target populations	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Complete current state analysis of PPS network, including mapping of chronic disease prevention and management services by county	In Progress	Complete current state analysis of PPS network, including mapping of chronic disease prevention and management services by county	07/01/2015	06/30/2018	07/01/2015	06/30/2018	06/30/2018	DY4 Q1
Task Define ideal service mix of preventive and management services in the community setting required to meet the needs of the project target populations	On Hold	Define ideal service mix of preventive and management services in the community setting required to meet the needs of the project target populations	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Conduct gap analysis and identify areas where expansion of services is needed, by provider type (stratified by target population of specific county)	On Hold	Conduct gap analysis and identify areas where expansion of services is needed, by provider type (stratified by target population of specific county)	07/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Distribute gap analysis to regional committee (Naturally Occurring Care Network) for review and feedback, including recommended next steps	On Hold	Distribute gap analysis to regional committee (Naturally Occurring Care Network) for review and feedback, including recommended next steps	04/01/2017	06/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop action plan for increasing services provided in appropriate communities	In Progress	Develop action plan for increasing services provided in appropriate communities	07/01/2015	06/30/2017	07/01/2015	06/30/2017	06/30/2017	DY3 Q1
Task Develop workflow process to refer patients to	On Hold	Develop workflow process to refer patients to community based resources	01/01/2017	06/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
community based resources								
Task Engage providers to increase services to fill identified gaps via process in action plan	Not Started	Engage providers to increase services to fill identified gaps via process in action plan	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Distribute list of community based programming and developed referral workflow throughout PPS to ensure awareness and to facilitate referrals for appropriate services, especially by primary care providers	Not Started	Distribute list of community based programming and developed referral workflow throughout PPS to ensure awareness and to facilitate referrals for appropriate services, especially by primary care providers	04/01/2018	06/30/2018	04/01/2018	06/30/2018	06/30/2018	DY4 Q1
Milestone Implement an Integrated IT solution including standardized risk assessment	In Progress	Implement an Integrated IT solution including standardized risk assessment	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Determine functionality requirements necessary in IT solution	Completed	Determine functionality requirements necessary in IT solution	04/01/2015	08/01/2015	04/01/2015	08/01/2015	09/30/2015	DY1 Q2
Task Identify list of vendors that could likely deliver identified functionality	Completed	Identify list of vendors that could likely deliver identified functionality	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Engage software vendors as part of the FLPPS central services vendor selection process and evaluate vendor's risk assessment library and workflows	In Progress	Engage software vendors as part of the FLPPS central services vendor selection process and evaluate vendor's risk assessment library and workflows	08/01/2015	09/30/2017	08/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Choose IT Vendor and engage in contracting	In Progress	Choose IT Vendor and engage in contracting	12/01/2015	09/30/2017	12/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Develop action plan and timeline for configuration and implementation based on feedback from vendor and project stakeholders	In Progress	Develop action plan and timeline for configuration and implementation based on feedback from vendor and project stakeholders	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Implementation of software including	On Hold	Implementation of software including	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Engage Greater Rochester Regional Information Offering (GRRHIO) to plan interface necessary to share data across providers	Completed	Engage Greater Rochester Regional Information Offering (GRRHIO) to plan interface necessary to share data across providers	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop implementation plan of the identified interface and execute plan	On Hold	Develop implementation plan of the identified interface and execute plan	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone	On Hold	Review and expand incentive programs	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Review and expand incentive programs								
Task Per 2.a.i workplan, develop and vet FLPPS incentive payments aligned with patient outcomes in support of goals of DSRIP	On Hold	Per 2.a.i workplan, develop and vet FLPPS incentive payments aligned with patient outcomes in support of goals of DSRIP	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Review existing incentives for providers to conduct preventive care	On Hold	Review existing incentives for providers to conduct preventive care	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Review existing charge schedule for prevention services	On Hold	Review existing charge schedule for prevention services	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Hold focus group of providers to understand existing prevention services offered and barriers to increasing services	On Hold	Hold focus group of providers to understand existing prevention services offered and barriers to increasing services	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop plan to mitigate barriers identified in focus groups	On Hold	Develop plan to mitigate barriers identified in focus groups	01/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Determine what additional incentives are necessary (if any) to achieve goals of project	On Hold	Determine what additional incentives are necessary (if any) to achieve goals of project	04/01/2017	09/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Implement expanded incentive programs (with PPS network providers) as appropriate based on previous determination	Not Started	Implement expanded incentive programs (with PPS network providers) as appropriate based on previous determination	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task REMOVE LATER	On Hold	REMOVE LATER	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone Reduce out of pocket cost	In Progress	Reduce out of pocket cost	01/01/2016	09/30/2017	01/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Identify prevention services offered to project target populations in clinical and community settings	In Progress	Identify prevention services offered to project target populations in clinical and community settings	01/01/2016	09/30/2017	01/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Document out of pocket costs to patients for preventive and management services in clinical and community settings of each partner and for each payor (MCO versus FFS)	On Hold	Document out of pocket costs to patients for preventive and management services in clinical and community settings of each partner and for each payor (MCO versus FFS)	01/01/2017	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Identify financial requirements to reduce or	On Hold	Identify financial requirements to reduce or eliminate out of pocket costs for the target population of the project	01/01/2017	06/30/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

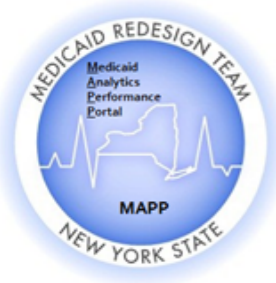
Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
eliminate out of pocket costs for the target population of the project								
Task As part of ongoing discussions between FLPPS and at least one MCO, engage to discuss coverage of preventive services to reduce or eliminate out of pocket costs for target populations	Not Started	As part of ongoing discussions between FLPPS and at least one MCO, engage to discuss coverage of preventive services to reduce or eliminate out of pocket costs for target populations	04/01/2017	09/30/2017	04/01/2017	09/30/2017	09/30/2017	DY3 Q2
Milestone Begin cost-benefit analysis	Not Started	Begin cost-benefit analysis	04/01/2017	09/30/2018	04/01/2017	09/30/2018	09/30/2018	DY4 Q2
Task Collect initial clinical and claims data sets from the RHIO, early participating programs, NYSDOH, and other partners, as available (per 2.a.i workplan)	Not Started	Collect initial clinical and claims data sets from the RHIO, early participating programs, NYSDOH, and other partners, as available (per 2.a.i workplan)	04/01/2017	06/30/2017	04/01/2017	06/30/2017	06/30/2017	DY3 Q1
Task Evaluate outcomes of reduced or eliminated out of pocket costs as part of cost-benefit analysis to drive future discussions / reductions with MCO and DOH	Not Started	Evaluate outcomes of reduced or eliminated out of pocket costs as part of cost-benefit analysis to drive future discussions / reductions with MCO and DOH	09/30/2017	06/30/2018	09/30/2017	06/30/2018	06/30/2018	DY4 Q1
Task Determine (via direct cost or proxy) total cost of care of target population in the time periods prior to DSRIP and as a result of any reduction in out of pocket costs for prevention services.	Not Started	Determine (via direct cost or proxy) total cost of care of target population in the time periods prior to DSRIP and as a result of any reduction in out of pocket costs for prevention services.	09/30/2017	06/30/2018	09/30/2017	06/30/2018	06/30/2018	DY4 Q1
Task Identify savings (or losses) generated as a result of the reduction in out of pocket costs	Not Started	Identify savings (or losses) generated as a result of the reduction in out of pocket costs	01/01/2018	05/01/2018	01/01/2018	05/01/2018	06/30/2018	DY4 Q1
Task Identify potential additional savings in total cost of care by increasing utilization of specific services by analyzing cohorts of medicaid members who received a given intervention compared to those who did not, and their outcomes	Not Started	Identify potential additional savings in total cost of care by increasing utilization of specific services by analyzing cohorts of medicaid members who received a given intervention compared to those who did not, and their outcomes	05/01/2018	06/30/2018	05/01/2018	06/30/2018	06/30/2018	DY4 Q1
Task Engage payers to continue to reduce out of pocket expenses for preventive services, especially those identified in previous analysis that show an opportunity for additional savings	Not Started	Engage payers to continue to reduce out of pocket expenses for preventive services, especially those identified in previous analysis that show an opportunity for additional savings	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2
Milestone Develop value-based payment methodology (primarily per 2.a.i workplan)	In Progress	Develop value-based payment methodology (primarily per 2.a.i workplan)	07/01/2015	03/30/2020	07/01/2015	03/30/2020	03/31/2020	DY5 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Review Value Based Payment Roadmap released by NYSDOH	Completed	Review Value Based Payment Roadmap released by NYSDOH	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Develop value-based metrics consistent with Domains 2, 3, and 4 of PPS's selected project goals that also align with other evidence-based measures (QARR, NCQA, NQF, IHI, CMS, etc.) as approved by Finance, IT and Clinical Committees	In Progress	Develop value-based metrics consistent with Domains 2, 3, and 4 of PPS's selected project goals that also align with other evidence-based measures (QARR, NCQA, NQF, IHI, CMS, etc.) as approved by Finance, IT and Clinical Committees	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Circulate value-based payment metrics through project workgroups, PPS regional workgroups, and other committees including those including MCOs, as appropriate, for structured review and feedback	On Hold	Circulate value-based payment metrics through project workgroups, PPS regional workgroups, and other committees including those including MCOs, as appropriate, for structured review and feedback	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Schedule meetings with neighboring PPSs to discuss patient-outcome measures to ensure alignment of incentives for overlapping populations	On Hold	Schedule meetings with neighboring PPSs to discuss patient-outcome measures to ensure alignment of incentives for overlapping populations	10/01/2015	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Store final plan for presentation to NYSDOH and Independent Assessor as requested	Not Started	Store final plan for presentation to NYSDOH and Independent Assessor as requested	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Develop a plan to utilize performance against goals to calculate corresponding incentive amount to PPS providers	In Progress	Develop a plan to utilize performance against goals to calculate corresponding incentive amount to PPS providers	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Clinical Committee to make recommendations regarding additional provider and patient incentives	On Hold	Clinical Committee to make recommendations regarding additional provider and patient incentives	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task BOD to review and approve proposed incentive payment plan for the patient outcome metrics	On Hold	BOD to review and approve proposed incentive payment plan for the patient outcome metrics	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Develop draft of provider - FLPPS contract to include value based payment	On Hold	Develop draft of provider - FLPPS contract to include value based payment	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Determine appropriate providers to participate in value based contracts	On Hold	Determine appropriate providers to participate in value based contracts	10/01/2016	03/31/2017	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Engage identified providers in contracting for value	Not Started	Engage identified providers in contracting for value based contract	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4



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Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
based contract								
Task Develop process to regularly revise contractual arrangements as necessary to incorporate updated information, both internal and external to FLPPS	Not Started	Develop process to regularly revise contractual arrangements as necessary to incorporate updated information, both internal and external to FLPPS	04/01/2018	06/30/2018	04/01/2018	06/30/2018	06/30/2018	DY4 Q1
Task Update methodology (and contracts) as necessary	Not Started	Update methodology (and contracts) as necessary	07/01/2019	03/30/2020	07/01/2019	03/30/2020	03/31/2020	DY5 Q4
Milestone Facilitate long term partnerships	In Progress	Facilitate long term partnerships	07/01/2015	03/30/2020	07/01/2015	03/30/2020	03/31/2020	DY5 Q4
Task Engage stakeholders in regular project team meetings to update on milestone progress and status	In Progress	Engage stakeholders in regular project team meetings to update on milestone progress and status	07/01/2015	03/30/2020	07/01/2015	03/30/2020	03/31/2020	DY5 Q4
Task Hold PPS wide summits at least annually to provide updates, education, and facilitate engagement between partners and FLPPS	In Progress	Hold PPS wide summits at least annually to provide updates, education, and facilitate engagement between partners and FLPPS	07/01/2015	03/30/2020	07/01/2015	03/30/2020	03/31/2020	DY5 Q4
Task Engage in regular communication between FLPPS network providers and FLPPS via Provider Relations Associates, Project Managers, and other staff as necessary to achieve goals of DSRIP	In Progress	Engage in regular communication between FLPPS network providers and FLPPS via Provider Relations Associates, Project Managers, and other staff as necessary to achieve goals of DSRIP	07/01/2015	03/30/2020	07/01/2015	03/30/2020	03/31/2020	DY5 Q4
Milestone Mid-Point Assessment	In Progress	Mid-Point Assessment	04/01/2016	03/31/2020	04/01/2016	03/31/2020	03/31/2020	DY5 Q4

PPS Defined Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Establish contracts with CBOs	db436102	Documentation/Certification	9_DY2Q4_PROJ4bii_MDL4bii2_PPS1285_DOC_DY2Q4_4bii_M2_Supporting_Document_170419_PDF_-_Copy_10983.pdf	DY2Q4 4bii M2 Supporting Document 170419 PDF - Copy	04/19/2017 10:08 PM

PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
Achieve PCMH as outlined in 2.a.i	
Establish contracts with CBOs	DY2Q4 4bii Narrative:



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PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
	This project is in replan per rationale in : DY2Q4 4bii M2 Supporting Document 170419 PDF - Copy
Identify and test standardized risk assessment	
Expand clinical interventions across diverse provider-types	
Assess gaps and support the implementation of community-based services	
Implement an Integrated IT solution including standardized risk assessment	
Review and expand incentive programs	
Reduce out of pocket cost	
Begin cost-benefit analysis	
Develop value-based payment methodology (primarily per 2.a.i workplan)	
Facilitate long term partnerships	
Mid-Point Assessment	

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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IPQR Module 4.b.ii.3 - IA Monitoring

Instructions :



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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 'Finger Lakes Performing Provider Systems, Inc. ', 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:	ROCHESTER GENERAL HOSPITAL
Secondary Lead PPS Provider:	UNITY HOSPITAL ROCHESTER
Lead Representative:	Carol Tegas
Submission Date:	06/19/2017 03:58 PM

Comments:



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Status Log				
Quarterly Report (DY,Q)	Status	Lead Representative Name	User ID	Date Timestamp
DY2, Q4	Adjudicated	Carol Tegas	mrurak	06/30/2017 01:21 PM



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Comments Log			
Status	Comments	User ID	Date Timestamp
Adjudicated	The DY2, Q4 Quarterly Report has been adjudicated.	mrurak	06/30/2017 01:21 PM
Returned	The DY2, Q4 Quarterly Report has been returned for Remediation.	mrurak	05/31/2017 05:18 PM
Returned	The DY2, Q4 Quarterly Report has been returned for Remediation.	mrurak	05/31/2017 05:18 PM



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Section	Module Name	Status
Section 01	IPQR Module 1.1 - PPS Budget - Waiver Revenue (Baseline) - READ ONLY	✔ Completed
	IPQR Module 1.2 - PPS Budget - Waiver Revenue (Quarterly)	✔ Completed
	IPQR Module 1.3 - PPS Flow of Funds - Waiver Revenue (Baseline) - READ ONLY	✔ Completed
	IPQR Module 1.4 - PPS Flow of Funds - Waiver Revenue (Quarterly)	✔ Completed
	IPQR Module 1.5 - Prescribed Milestones	✔ Completed
	IPQR Module 1.6 - PPS Defined Milestones	✔ Completed
	IPQR Module 1.7 - PPS Budget - Non-Waiver Revenue (Baseline)	✔ Completed
	IPQR Module 1.8 - PPS Budget - Non-Waiver Revenue (Quarterly)	✔ Completed
	IPQR Module 1.9 - PPS Flow of Funds - Non-Waiver Revenue (Baseline)	✔ Completed
	IPQR Module 1.10 - PPS Flow of Funds - Non-Waiver Revenue (Quarterly)	✔ Completed
	IPQR Module 1.11 - 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



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Section	Module Name	Status
	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
	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



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Section	Module Name	Status
	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
	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



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Section	Module Name	Status
	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	
Section 11	IPQR Module 11.1 - Workforce Strategy Spending (Baseline)	✔ 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	✔ Completed
	IPQR Module 11.11 - Workforce Strategy Spending (Quarterly)	✔ Completed
	IPQR Module 11.12 - IA Monitoring	



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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.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.b.iv	IPQR Module 2.b.iv.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.b.iv.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.b.iv.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.b.iv.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.b.iv.5 - IA Monitoring	
2.b.vi	IPQR Module 2.b.vi.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.b.vi.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.b.vi.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.b.vi.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.b.vi.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



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Project ID	Module Name	Status
	IPQR Module 3.a.i.4 - PPS Defined Milestones	✔ Completed
	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.a.v	IPQR Module 3.a.v.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.a.v.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.a.v.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.a.v.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.a.v.5 - IA Monitoring	
3.f.i	IPQR Module 3.f.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.f.i.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.f.i.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.f.i.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.f.i.5 - IA Monitoring	
4.a.iii	IPQR Module 4.a.iii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 4.a.iii.2 - PPS Defined Milestones	✔ Completed
	IPQR Module 4.a.iii.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	



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Section	Module Name / Milestone #	Review Status	
Section 01	Module 1.1 - PPS Budget - Waiver Revenue (Baseline) - READ ONLY	Pass & Ongoing	
	Module 1.2 - PPS Budget - Waiver Revenue (Quarterly)	Pass & Ongoing	
	Module 1.3 - PPS Flow of Funds - Waiver Revenue (Baseline) - READ ONLY	Pass & Ongoing	
	Module 1.4 - PPS Flow of Funds - Waiver Revenue (Quarterly)	Pass & Ongoing	
	Module 1.5 - Prescribed Milestones		
	Milestone #1 Complete funds flow budget and distribution plan and communicate with network	Pass & Complete	
	Module 1.7 - PPS Budget - Non-Waiver Revenue (Baseline)	Pass & Ongoing	
	Module 1.8 - PPS Budget - Non-Waiver Revenue (Quarterly)	Pass & Ongoing	
	Module 1.9 - PPS Flow of Funds - Non-Waiver Revenue (Baseline)	Pass & Ongoing	
	Module 1.10 - PPS Flow of Funds - Non-Waiver Revenue (Quarterly)	Pass & Ongoing	
Section 02	Module 2.1 - Prescribed Milestones		
	Milestone #1 Finalize governance structure and sub-committee structure	Pass & Complete	
	Milestone #2 Establish a clinical governance structure, including clinical quality committees for each DSRIP project	Pass & Complete	
	Milestone #3 Finalize bylaws and policies or Committee Guidelines where applicable	Pass & Complete	
	Milestone #4 Establish governance structure reporting and monitoring processes	Pass & Complete	
	Milestone #5 Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	Pass & Ongoing	
	Milestone #6 Finalize partnership agreements or contracts with CBOs	Pass & Complete	
	Milestone #7 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.)	Pass & Ongoing	
	Milestone #8 Finalize workforce communication and engagement plan	Pass & Complete	
Milestone #9 Inclusion of CBOs in PPS Implementation.	Pass & Complete		
Section 03	Module 3.1 - Prescribed Milestones		
	Milestone #1 Finalize PPS finance structure, including reporting structure	Pass & Complete	
	Milestone #2 Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	Pass & Complete	



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Section	Module Name / Milestone #	Review Status	
	Milestone #3 Finalize Compliance Plan consistent with New York State Social Services Law 363-d	Pass & Complete	 
	Milestone #4 Develop a Value Based Payments Needs Assessment ("VNA")	Pass & Complete	 
	Milestone #5 Develop an implementation plan geared towards addressing the needs identified within your VNA	Pass & Ongoing	
	Milestone #6 Develop partner engagement schedule for partners for VBP education and training	Pass & Ongoing	
	Milestone #7 ≥50% of total MCO-PPS payments (in terms of total dollars) captured in at least Level 1 VBPs, and ≥ 8%* (blended for 15% target for fully capitated plans (MLTC and SNPS) and 5% target for not fully capitated plans) of total MCO payments captured in VBPs has to be in Level 2 VBPs or higher	Pass & Ongoing	
	Milestone #8 ≥80% of total MCO payments (in terms of total dollars) captured in at least Level 1 VBPs, and ≥ 20%* (blended for 35% target for fully capitated plans (MLTC and SNPS) and 15% target for not fully capitated plans) of total MCO payments captured in VBPs has to be in Level 2 VBPs or higher	Pass & Ongoing	
Section 04	Module 4.1 - Prescribed Milestones		
	Milestone #1 Finalize cultural competency / health literacy strategy.	Pass & Complete	 
	Milestone #2 Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).	Pass & Complete	 
Section 05	Module 5.1 - Prescribed Milestones		
	Milestone #1 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).	Pass & Complete	 
	Milestone #2 Develop an IT Change Management Strategy.	Pass & Complete	
	Milestone #3 Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	Pass & Ongoing	 
	Milestone #4 Develop a specific plan for engaging attributed members in Qualifying Entities	Pass & Ongoing	
	Milestone #5 Develop a data security and confidentiality plan.	Pass & Complete	 
Section 06	Module 6.1 - Prescribed Milestones		
	Milestone #1 Establish reporting structure for PPS-wide performance reporting and communication.	Pass & Ongoing	
	Milestone #2 Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting.	Pass & Ongoing	
Section 07	Module 7.1 - Prescribed Milestones		
	Milestone #1 Develop Practitioners communication and engagement plan.	Pass & Ongoing	
	Milestone #2 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.	Pass & Ongoing	
Section 08	Module 8.1 - Prescribed Milestones		



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Section	Module Name / Milestone #	Review Status	
	Milestone #1 Develop population health management roadmap.	Pass & Ongoing	
	Milestone #2 Finalize PPS-wide bed reduction plan.	Pass & Ongoing	
Section 09	Module 9.1 - Prescribed Milestones		
	Milestone #1 Perform a clinical integration 'needs assessment'.	Pass & Complete	 
	Milestone #2 Develop a Clinical Integration strategy.	Pass & Complete	 
Section 11	Module 11.1 - Workforce Strategy Spending (Baseline)	Pass & Complete	
	Module 11.2 - Prescribed Milestones		
	Milestone #1 Define target workforce state (in line with DSRIP program's goals).	Pass & Ongoing	 
	Milestone #2 Create a workforce transition roadmap for achieving defined target workforce state.	Pass & Ongoing	 
	Milestone #3 Perform detailed gap analysis between current state assessment of workforce and projected future state.	Pass & Ongoing	 
	Milestone #4 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.	Pass & Complete	
	Milestone #5 Develop training strategy.	Pass & Complete	 
	Module 11.10 - Staff Impact	Pass & Ongoing	 
Module 11.11 - Workforce Strategy Spending (Quarterly)	Pass & Ongoing		



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Project ID	Module Name / Milestone #	Review Status	
2.a.i	Module 2.a.i.2 - Prescribed Milestones		
	Milestone #1 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.	Pass & Ongoing	
	Milestone #2 Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.	Pass & Complete	 
	Milestone #3 Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	Pass & Complete	 
	Milestone #4 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.	Pass & Ongoing	
	Milestone #5 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.	Pass & Ongoing	
	Milestone #6 Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	Pass & Ongoing	
	Milestone #7 Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all eligible participating PCPs, expand access to primary care providers, and meet EHR Meaningful Use standards by the end of DY 3.	Pass & Ongoing	
	Milestone #9 Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	Pass & Complete	 
	Milestone #10 Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.	Pass & Ongoing	
	Milestone #11 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.	Pass & Ongoing	
2.b.iii	Module 2.b.iii.2 - Patient Engagement Speed	Fail	 
	Module 2.b.iii.3 - Prescribed Milestones		
	Milestone #1 Establish ED care triage program for at-risk populations	Pass & Ongoing	
	Milestone #2 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	Pass & Ongoing	



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	Milestone #3 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).	Pass & Ongoing
	Milestone #4 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.)	Pass (with Exception) & Complete
	Milestone #5 Use EHRs and other technical platforms to track all patients engaged in the project.	Pass & Complete
2.b.iv	Module 2.b.iv.2 - Patient Engagement Speed	Pass & Ongoing
	Module 2.b.iv.3 - Prescribed Milestones	
	Milestone #1 Develop standardized protocols for a Care Transitions Intervention Model with all participating hospitals, partnering with a home care service or other appropriate community agency.	Pass & Complete
	Milestone #2 Engage with the Medicaid Managed Care Organizations and Health Homes to develop transition of care protocols that will ensure appropriate post-discharge protocols are followed.	Pass & Ongoing
	Milestone #3 Ensure required social services participate in the project.	Pass & Ongoing
	Milestone #4 Transition of care protocols will include early notification of planned discharges and the ability of the transition care manager to visit the patient in the hospital to develop the transition of care services.	Pass & Complete
	Milestone #5 Protocols will include care record transitions with timely updates provided to the members' providers, particularly primary care provider.	Pass & Complete
	Milestone #6 Ensure that a 30-day transition of care period is established.	Pass & Complete
Milestone #7 Use EHRs and other technical platforms to track all patients engaged in the project.	Pass & Complete	
2.b.vi	Module 2.b.vi.2 - Patient Engagement Speed	Fail
	Module 2.b.vi.3 - Prescribed Milestones	
	Milestone #1 Partner with community housing providers and home care service organizations to develop transitional supportive housing for high-risk patients.	Pass & Ongoing
	Milestone #2 Develop protocols to identify chronically ill super-utilizers who qualify for this service. Once identified, this targeted population will be monitored using a priority listing for access to transitional supportive housing.	Pass & Complete
	Milestone #3 Establish MOUs and other service agreements between participating hospitals and community housing providers to allow the supportive housing and home care services staff to meet with patients in the hospital and coordinate the transition.	Pass & Complete
	Milestone #4 Establish coordination of care strategies with Medicaid Managed Care Organizations to ensure needed services at discharge are covered and in place at the transitional supportive housing site.	Pass & Ongoing
Milestone #5 Develop transition of care protocols to ensure all chronically ill super-utilizers receive appropriate health care and community support including medical, behavioral health, post-acute care, long-term care and public health services.	Pass & Complete	



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	Milestone #6 Ensure medical records and post-discharge care plans are transmitted in a timely manner to the patient's primary care provider and frequently used specialists.	Pass & Ongoing	
	Milestone #7 Establish procedures to connect the patient to their Health Home (if a HH member) care manager in the development of the transitional housing plan or provide a "warm" referral for assessment and enrollment into a Health Home (with assignment of a care manager).	Pass & Complete	
	Milestone #8 Use EHRs and other technical platforms to track all patients engaged in the project.	Pass & Complete	
2.d.i	Module 2.d.i.2 - Patient Engagement Speed	Fail	
	Module 2.d.i.3 - Prescribed Milestones		
	Milestone #1 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.	Pass & Ongoing	
	Milestone #2 Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.	Pass & Complete	
	Milestone #3 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.	Pass & Complete	
	Milestone #4 Survey the targeted population about healthcare needs in the PPS' region.	Pass & Complete	
	Milestone #5 Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.	Pass & Ongoing	
	Milestone #6 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 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.	Pass & Complete	
	Milestone #7 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.	Pass & Ongoing	
	Milestone #8 Include beneficiaries in development team to promote preventive care.	Pass & Complete	
Milestone #9 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. • Individual member's score must be averaged to calculate a baseline measure for that year's cohort.	Pass & Ongoing		



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	<ul style="list-style-type: none"> The cohort must be followed for the entirety of the DSRIP program. 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"> If the beneficiary is deemed to be LU & 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. The PPS will NOT be responsible for assessing the patient via PAM(R) survey. PPS will be responsible for providing the most current contact information to the beneficiary's MCO for outreach purposes. Provide member engagement lists to relevant insurance companies (for NU & LU populations) on a monthly basis, as well as to DOH on a quarterly basis. 		
	Milestone #10 Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.	Pass & Ongoing	
	Milestone #11 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.	Pass & Ongoing	
	Milestone #12 Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.	Pass & Complete	 
	Milestone #13 Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).	Pass & Complete	 
	Milestone #14 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.	Pass & Ongoing	
	Milestone #15 Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.	Pass & Ongoing	
	Milestone #16 Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.	Pass & Ongoing	
	Milestone #17 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.	Pass & Complete	 
3.a.i	Module 3.a.i.2 - Patient Engagement Speed	Fail	 
	Module 3.a.i.3 - Prescribed Milestones		
	Milestone #1 Co-locate behavioral health services at primary care practice sites. All participating eligible primary care practices must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.	Pass & Ongoing	
	Milestone #2 Develop collaborative evidence-based standards of care including medication management and care engagement process.	Pass & Complete	 
	Milestone #3 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.	Pass & Ongoing	
	Milestone #4 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete	 
	Milestone #5 Co-locate primary care services at behavioral health sites.	Pass & Ongoing	



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Project ID	Module Name / Milestone #	Review Status	
	Milestone #6 Develop collaborative evidence-based standards of care including medication management and care engagement process.	Pass & Complete	
	Milestone #7 Conduct preventive care screenings, including physical and behavioral health screenings.	Pass & Ongoing	
	Milestone #8 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete	
	Milestone #9 Implement IMPACT Model at Primary Care Sites.	Pass & Ongoing	
	Milestone #10 Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.	Pass & Complete	
	Milestone #11 Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	Pass & Complete	
	Milestone #12 Designate a Psychiatrist meeting requirements of the IMPACT Model.	Pass & Complete	
	Milestone #13 Measure outcomes as required in the IMPACT Model.	Pass & Ongoing	
	Milestone #14 Provide "stepped care" as required by the IMPACT Model.	Pass & Ongoing	
	Milestone #15 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete	
3.a.ii	Module 3.a.ii.2 - Patient Engagement Speed	Fail	
	Module 3.a.ii.3 - Prescribed Milestones		
	Milestone #1 Implement a crisis intervention program that, at a minimum, includes outreach, mobile crisis, and intensive crisis services.	Pass & Ongoing	
	Milestone #2 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.	Pass & Ongoing	
	Milestone #3 Establish agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.	Pass & Ongoing	
	Milestone #4 Develop written treatment protocols with consensus from participating providers and facilities.	Pass & Complete	
	Milestone #5 Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	Pass & Complete	
	Milestone #6 Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).	Pass & Ongoing	
	Milestone #7 Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.	Pass & Ongoing	
	Milestone #8 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.	Pass & Ongoing	
	Milestone #9 Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.	Pass & Ongoing	
Milestone #10 Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of	Pass & Complete		



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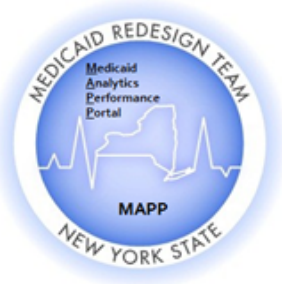
Project ID	Module Name / Milestone #	Review Status	
	care.		
	Milestone #11 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete	 
3.a.v	Module 3.a.v.2 - Patient Engagement Speed	Fail	 
	Module 3.a.v.3 - Prescribed Milestones		
	Milestone #1 Implement BIP Model in Nursing Homes model using SNF skilled nurse practitioners (NP) and psychiatric social workers to provide early assessment, reassessment, intervention, and care coordination for at risk residents to reduce the risk of crisis requiring transfer to higher level of care.	Pass & Complete	 
	Milestone #2 Augment skills of the clinical professionals in managing behavioral health issues.	Pass & Complete	 
	Milestone #3 Enable the non-clinical staff to effectively interact with a behavioral population	Pass & Complete	 
	Milestone #4 Assign a NP with Behavioral Health Training as a coordinator of care.	Pass & Complete	 
	Milestone #5 Implement a Behavior Management Interdisciplinary Team Approach to care.	Pass & Complete	 
	Milestone #6 Implement a medication reduction and reconciliation program.	Pass & Complete	 
	Milestone #7 Increase the availability of psychiatric and psychological services via telehealth and urgently available providers.	Pass & Complete	 
	Milestone #8 Provide holistic psychological Interventions.	Pass & Complete	 
	Milestone #9 Provide enhanced recreational services.	Pass & Complete	 
	Milestone #10 Develop crisis intervention strategies via development of an algorithm for staff intervention and utilization of sitter services.	Pass & Complete	 
	Milestone #11 Improve documentation and communication re: patient status.	Pass & Complete	 
	Milestone #12 Modify the facility environment.	Pass & Complete	 
	Milestone #13 Formal agreements with the Medicaid Managed Care organizations (including MLTC and FIDA plans) serving the affected population to provide coverage for the service array under this project.	Fail	  
Milestone #14 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete	 	
3.f.i	Module 3.f.i.2 - Patient Engagement Speed	Pass & Ongoing	
	Module 3.f.i.3 - Prescribed Milestones		
	Milestone #1 Implement an evidence-based home visitation model, such as the Nurse Family Partnership, for pregnant high-risk mothers including high-risk first time mothers.	Pass (with Exception) & Complete	
	Milestone #2 Develop a referral system for early identification of women who are or may be at high-risk.	Pass (with Exception) & Complete	
Milestone #3 Establish a quality oversight committee of OB/GYN and primary care providers to monitor quality outcomes and implement new or change activities as appropriate.	Pass (with Exception) & Complete		



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Project ID	Module Name / Milestone #	Review Status	
	Milestone #4 Use EHRs or other IT platforms to track all patients engaged in this project.	Pass (with Exception) & Complete	IA
	Milestone #5 Identify and engage a regional medical center with expertise in management of high-risk pregnancies and infants (must have Level 3 NICU services or Regional Perinatal Center).	Pass (with Exception) & Complete	IA
	Milestone #6 Develop a multidisciplinary team of experts with clinical and social support expertise who will co-manage care of the high-risk mother and infant with local community obstetricians and pediatric providers.	Pass (with Exception) & Complete	IA
	Milestone #7 Develop service MOUs between multidisciplinary team and OB/GYN providers.	Pass (with Exception) & Complete	IA
	Milestone #8 Utilize best evidence care guidelines for management of high risk pregnancies and newborns and implement uniform clinical protocols based upon evidence-based guidelines.	Pass (with Exception) & Complete	IA
	Milestone #9 Ensure that all PPS safety net providers are actively sharing EHR systems or other IT platforms 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, by the end of DY 3.	Pass (with Exception) & Complete	IA
	Milestone #10 Ensure that EHR systems or other IT platforms used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	Pass (with Exception) & Complete	IA
	Milestone #11 Use EHRs or other IT platforms to track all patients engaged in this project.	Pass (with Exception) & Complete	IA
	Milestone #12 Develop a Community Health Worker (CHW) program on the model of the Maternal and Infant Community Health Collaboratives (MICHC) program; access NYSDOH-funded CHW training program.	Pass & Complete	
	Milestone #13 Employ a Community Health Worker Coordinator responsible for supervision of 4 - 6 community health workers. Duties and qualifications are per NYS DOH criteria.	Pass & Complete	
	Milestone #14 Employ qualified candidates for Community Health Workers who meet criteria such as cultural competence, communication, and appropriate experience and training.	Pass & Complete	
	Milestone #15 Establish protocols for deployment of CHW.	Pass & Complete	
	Milestone #16 Coordinate with the Medicaid Managed Care organizations serving the target population.	Pass & Complete	
	Milestone #17 Use EHRs or other IT platforms to track all patients engaged in this project.	Pass & Complete	
4.a.iii	Module 4.a.iii.2 - PPS Defined Milestones	Pass & Ongoing	IA
4.b.ii	Module 4.b.ii.2 - PPS Defined Milestones	Pass & Ongoing	



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

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Providers Participating in Projects

	Selected Projects										
	Project 2.a.i	Project 2.b.iii	Project 2.b.iv	Project 2.b.vi	Project 2.d.i	Project 3.a.i	Project 3.a.ii	Project 3.a.v	Project 3.f.i	Project 4.a.iii	Project 4.b.ii
Provider Speed Commitments	DY3 Q4	DY3 Q4	DY4 Q2	DY4 Q2	DY3 Q4	DY3 Q4	DY3 Q4	DY2 Q4	DY2 Q2		

Provider Category		Project 2.a.i		Project 2.b.iii		Project 2.b.iv		Project 2.b.vi		Project 2.d.i		Project 3.a.i		Project 3.a.ii		Project 3.a.v		Project 3.f.i		Project 4.a.iii		Project 4.b.ii	
		Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed
Practitioner - Primary Care Provider (PCP)	Total	5	576	3	-	2	508	0	-	1	-	0	538	0	-	0	-	1	-	0	-	1	-
	Safety Net	1	126	1	87	0	87	0	81	0	80	0	104	0	101	0	-	0	105	0	-	0	-
Practitioner - Non-Primary Care Provider (PCP)	Total	1	1,894	0	-	0	1,823	0	-	0	-	0	1,824	0	-	0	1,812	0	-	0	-	0	-
	Safety Net	0	127	0	-	0	96	0	86	0	97	0	96	0	96	0	91	0	89	0	-	0	-
Hospital	Total	7	15	7	-	6	10	5	-	5	-	6	-	5	-	4	-	6	-	5	-	5	-
	Safety Net	7	14	7	10	6	9	5	9	5	7	6	-	5	7	4	-	6	10	5	-	5	-
Clinic	Total	10	40	6	-	7	-	5	-	5	-	8	17	3	-	0	-	5	-	5	-	7	-
	Safety Net	8	39	6	18	7	-	5	-	5	16	8	14	3	17	0	-	5	7	5	-	7	-
Case Management / Health Home	Total	10	31	6	-	3	22	4	-	3	-	6	-	7	-	1	-	1	-	5	-	3	-
	Safety Net	7	17	3	6	0	8	2	5	1	-	3	-	4	9	0	-	1	3	3	-	1	-
Mental Health	Total	10	65	6	-	6	-	5	-	4	-	7	119	7	-	0	108	0	-	4	-	2	-
	Safety Net	8	30	5	-	5	-	5	-	3	-	7	16	7	16	0	11	0	-	4	-	2	-
Substance Abuse	Total	9	25	3	-	4	-	2	-	4	-	6	14	4	-	2	-	1	-	9	-	3	-
	Safety Net	8	24	3	-	4	-	2	-	4	-	6	13	4	14	2	-	1	-	8	-	3	-
Nursing Home	Total	10	54	0	-	4	-	0	-	0	-	0	-	0	-	8	39	1	-	0	-	2	-
	Safety Net	10	52	0	-	4	-	0	-	0	-	0	-	0	-	8	37	1	-	0	-	2	-
Pharmacy	Total	1	6	0	-	1	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	1	-
	Safety Net	1	6	0	-	1	-	0	-	0	3	0	-	0	-	0	-	0	-	0	-	1	-
Hospice	Total	1	0	0	-	1	-	0	-	0	-	0	-	0	-	1	-	0	-	0	-	0	-



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Delivery System Reform Incentive Payment Project**

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

Provider Category		Project 2.a.i		Project 2.b.iii		Project 2.b.iv		Project 2.b.vi		Project 2.d.i		Project 3.a.i		Project 3.a.ii		Project 3.a.v		Project 3.f.i		Project 4.a.iii		Project 4.b.ii	
		Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed	Selected / Committed
	Safety Net	0	0	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	0	0	-	0	-
Community Based Organizations	Total	48	110	12	-	20	30	10	-	19	-	9	61	9	-	5	-	7	-	10	-	7	-
	Safety Net	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
All Other	Total	32	508	21	-	19	363	7	-	17	-	12	402	9	-	3	374	5	-	10	-	12	-
	Safety Net	22	257	15	-	13	122	7	108	13	157	9	158	8	146	2	131	3	151	8	-	9	-
Uncategorized	Total	32	-	9	-	16	-	7	-	13	-	6	-	3	-	1	-	4	-	7	-	8	-
	Safety Net	3	-	0	-	1	-	1	-	1	-	0	-	0	-	0	-	0	-	2	-	1	-
Additional Providers	Total	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
	Safety Net	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-

Additional Project Scale Commitments

Instructions:

Please indicate the scale of the categories below that meet all of the project requirements committed to in the Project Plan Application. Documentation must be submitted in Excel format in the quarter when the PPS provider speed commitments for a particular project are due. This documentation should include the target category(e.g. Medical Villages, Emergency Departments with Care Triage, Community-based navigators, etc.), the project ID(e.g. 2.a.iv,2.a.v,3.a.ii, etc.), and the name of the providers/entities/individuals associated with this project, if applicable.

Project Scale Category	Project	Selected	Committed
Emergency Departments with Care Triage	2.b.iii	0	18
Number of Transitional Beds Established for High-Risk Patients	2.b.vi	0	91
PAM(R) Providers	2.d.i	0	1,276
Expected Number of Crisis Intervention Programs Established	3.a.ii	0	5
Number of programs	3.f.i	0	40

* Safety Net Providers in Green

Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Calderone Joseph Edward Md	Practitioner - Primary Care Provider (PCP)												
Romeo Dominic J Md	Practitioner - Primary Care Provider (PCP)												



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Roessler Alan B Md	Practitioner - Primary Care Provider (PCP)											
Fernandez Constantino Md	Practitioner - Primary Care Provider (PCP)											
Annabel Spencer Philip Md	Practitioner - Primary Care Provider (PCP)											
Craig William V	Practitioner - Primary Care Provider (PCP)											
Ryan Timothy J Md	Practitioner - Primary Care Provider (PCP)											
Cress Clarene J Md	Practitioner - Primary Care Provider (PCP)											
Hamilton David L Md	Practitioner - Primary Care Provider (PCP)											
Bath Surinder Singh	Practitioner - Primary Care Provider (PCP)											
Lee Yeong H Pc Md	Practitioner - Primary Care Provider (PCP)											
Weiss Jerome A Md	Practitioner - Primary Care Provider (PCP)											
Sharma Piush Md	Practitioner - Primary Care Provider (PCP)											
Scibetta Joseph J Md	Practitioner - Primary Care Provider (PCP)											
Sahler Carl P Md	Practitioner - Primary Care Provider (PCP)											
Chessin Lawrence Norman Md	Practitioner - Primary Care Provider (PCP)											
Francis Anne B Md	Practitioner - Primary Care Provider (PCP)											
Pichichero Michael Md	Practitioner - Primary Care Provider (PCP)											
Biery Daniel L Do	Practitioner - Primary Care Provider (PCP)											
Nasar A Chaudhry Physician Pllc	Practitioner - Primary Care Provider (PCP)											
Nazarian Lawrence F Md	Practitioner - Primary Care Provider (PCP)											
Strasser Alexander L Md	Practitioner - Primary Care Provider (PCP)											
Agostinelli Robert J Md	Practitioner - Primary Care Provider (PCP)											
Farnand Bernard J	Practitioner - Primary Care Provider (PCP)											
Masood Anwer Pc Md	Practitioner - Primary Care Provider (PCP)											
Platzer William R Md	Practitioner - Primary Care Provider (PCP)											
Zaky Dawlat A	Practitioner - Primary Care Provider (PCP)											
Goetz James P Md	Practitioner - Primary Care Provider (PCP)											
Witmer Thomas Md	Practitioner - Primary Care Provider (PCP)											
Whelpley Robert James Md	Practitioner - Primary Care Provider (PCP)											
Morehouse William Raymond Md	Practitioner - Primary Care Provider (PCP)											
Kohli Romesh K Md	Practitioner - Primary Care Provider (PCP)											
Maggiulli Michael Joseph Md	Practitioner - Primary Care Provider (PCP)											



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Koretz Daniel Md	Practitioner - Primary Care Provider (PCP)												
Blaszczak David Daniel Md	Practitioner - Primary Care Provider (PCP)												
Reagan J Thomas Md	Practitioner - Primary Care Provider (PCP)												
Mathey Joseph W	Practitioner - Primary Care Provider (PCP)												
Foye Howard Ryder Jr Md	Practitioner - Primary Care Provider (PCP)												
Panzer Robert Jeffrey Md	Practitioner - Primary Care Provider (PCP)												
Foroozesh Banej Farokh Md	Practitioner - Primary Care Provider (PCP)												
Tinkelman David M Md	Practitioner - Primary Care Provider (PCP)												
Mconnochie Kenneth M Md	Practitioner - Primary Care Provider (PCP)												
Campbell James J Pc Md	Practitioner - Primary Care Provider (PCP)												
Webb Stephen R Md	Practitioner - Primary Care Provider (PCP)												
Lewis Edward D Md	Practitioner - Primary Care Provider (PCP)												
Miner R Edward Md	Practitioner - Primary Care Provider (PCP)												
Chamberlain John Kenneth Md	Practitioner - Primary Care Provider (PCP)												
Santana Ernesto J Md	Practitioner - Primary Care Provider (PCP)												
Bordley Donald R Md	Practitioner - Primary Care Provider (PCP)												
Valenti William M Md	Practitioner - Primary Care Provider (PCP)												
Berliant Marc N Md	Practitioner - Primary Care Provider (PCP)												
Andolina John R Md	Practitioner - Primary Care Provider (PCP)												
Jordan Michael Robert Md	Practitioner - Primary Care Provider (PCP)												
Garcia Sonia I Md	Practitioner - Primary Care Provider (PCP)												
Sahukar Satya P Md	Practitioner - Primary Care Provider (PCP)												
Rushville Health Center Inc	Practitioner - Primary Care Provider (PCP)												
Manfred John M Md	Practitioner - Primary Care Provider (PCP)												
Pansari Gopiram M Md	Practitioner - Primary Care Provider (PCP)												
Chmura Ann Meredith Richardso	Practitioner - Primary Care Provider (PCP)												
Farrokh Alinaghi Md Pc	Practitioner - Primary Care Provider (PCP)												
Sorge Anthony C Md	Practitioner - Primary Care Provider (PCP)												
Logan Rodney D Md	Practitioner - Primary Care Provider (PCP)												
Zysman Jules A Md	Practitioner - Primary Care Provider (PCP)												
Naik Ashok P Md	Practitioner - Primary Care Provider (PCP)												



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Kaplan Barton William Md	Practitioner - Primary Care Provider (PCP)											
Sussman Bernard Lawrence Md	Practitioner - Primary Care Provider (PCP)											
Tarantino Benedetto Md	Practitioner - Primary Care Provider (PCP)											
Reidy James Patrick Md	Practitioner - Primary Care Provider (PCP)											
Oconnor Dennis William Md	Practitioner - Primary Care Provider (PCP)											
Suchman Anthony L Md	Practitioner - Primary Care Provider (PCP)											
Schneider Michael Stephen Md	Practitioner - Primary Care Provider (PCP)											
Deahn Dale L Md	Practitioner - Primary Care Provider (PCP)	✓		✓								
Hollister Margaret C Md	Practitioner - Primary Care Provider (PCP)											
Kurnath Joseph F Md	Practitioner - Primary Care Provider (PCP)											
Seaman John M Md	Practitioner - Primary Care Provider (PCP)											
Ohri Tarun Kumar Md	Practitioner - Primary Care Provider (PCP)											
Hellems Stephen O Md	Practitioner - Primary Care Provider (PCP)											
Stahl David D Md	Practitioner - Primary Care Provider (PCP)											
Sullivan Richard P Md	Practitioner - Primary Care Provider (PCP)											
Noronha Azalea V Md	Practitioner - Primary Care Provider (PCP)											
Vukman Ronald B Md	Practitioner - Primary Care Provider (PCP)											
Richardson Louise Patricia Md	Practitioner - Primary Care Provider (PCP)											
Katlic Kerry L Md	Practitioner - Primary Care Provider (PCP)											
Mehta Raj Kumar Md	Practitioner - Primary Care Provider (PCP)											
Weinberg Robert J Md	Practitioner - Primary Care Provider (PCP)											
Nangle C Richard Md	Practitioner - Primary Care Provider (PCP)											
Patel Rajendrakumar M Md	Practitioner - Primary Care Provider (PCP)											
Rapoza Paul A Md	Practitioner - Primary Care Provider (PCP)											
Sokolow Saul Kenneth Md	Practitioner - Primary Care Provider (PCP)											
Collins Michael Shaun Md	Practitioner - Primary Care Provider (PCP)											
Newman David M Md	Practitioner - Primary Care Provider (PCP)											
Pulkrabek Jana Md Pc	Practitioner - Primary Care Provider (PCP)											
Singla Dharam P Md	Practitioner - Primary Care Provider (PCP)											
Cooper Elizabeth Marie Cnm	Practitioner - Primary Care Provider (PCP)											
Nicolai Ned Andrew Md	Practitioner - Primary Care Provider (PCP)											



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Schiavone John F Md	Practitioner - Primary Care Provider (PCP)												
Gambino Lisa M Md	Practitioner - Primary Care Provider (PCP)												
Sulkes Stephen B Md	Practitioner - Primary Care Provider (PCP)												
Siegel David M Md	Practitioner - Primary Care Provider (PCP)												
Sanko Stephan R Md	Practitioner - Primary Care Provider (PCP)												
Rolls William P Md	Practitioner - Primary Care Provider (PCP)												
Samikkannu Periasamy Md	Practitioner - Primary Care Provider (PCP)												
Kiernan Mary Anne Md	Practitioner - Primary Care Provider (PCP)												
Hanson Jeffrey L Md	Practitioner - Primary Care Provider (PCP)												
Antao Olavio A	Practitioner - Primary Care Provider (PCP)												
Szilagyi Peter G Md	Practitioner - Primary Care Provider (PCP)												
Wiener Myra Wunderlich Md	Practitioner - Primary Care Provider (PCP)												
Shamaskin Ann R Md	Practitioner - Primary Care Provider (PCP)												
Shamaskin Joel Alan Md	Practitioner - Primary Care Provider (PCP)												
Frelinger Barbara Blodgett Md	Practitioner - Primary Care Provider (PCP)												
Breen David H	Practitioner - Primary Care Provider (PCP)												
Sweeney Bernard P Md	Practitioner - Primary Care Provider (PCP)												
Hannan David Thomas Md	Practitioner - Primary Care Provider (PCP)												
Daly Janine Jean Md	Practitioner - Primary Care Provider (PCP)												
Budd James L Md	Practitioner - Primary Care Provider (PCP)												
Terry Cynthia Sue Md	Practitioner - Primary Care Provider (PCP)												
Ohri Vipin Md	Practitioner - Primary Care Provider (PCP)												
Symer Donald G Jr Md	Practitioner - Primary Care Provider (PCP)												
Bloom Richard Alan Md	Practitioner - Primary Care Provider (PCP)												
Alves John W Md	Practitioner - Primary Care Provider (PCP)												
Duba Joseph R Md	Practitioner - Primary Care Provider (PCP)												
Gordon Jeffrey B Md	Practitioner - Primary Care Provider (PCP)												
Fiscella Kevin Md	Practitioner - Primary Care Provider (PCP)												
Schultz John G Md	Practitioner - Primary Care Provider (PCP)												
Naumburg Elizabeth H Md	Practitioner - Primary Care Provider (PCP)												
O Connor Kevin Patrick	Practitioner - Primary Care Provider (PCP)												



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Buckley John R Md	Practitioner - Primary Care Provider (PCP)												
Nolan Timothy L Md	Practitioner - Primary Care Provider (PCP)												
Shoemaker Michael E Md	Practitioner - Primary Care Provider (PCP)												
Abbott Richard E Md	Practitioner - Primary Care Provider (PCP)												
Lowe Phillip Md	Practitioner - Primary Care Provider (PCP)												
Penfield Lorrie Ann	Practitioner - Primary Care Provider (PCP)												
Singh Rajendra P Md	Practitioner - Primary Care Provider (PCP)												
Donnelly Paul T Md	Practitioner - Primary Care Provider (PCP)												
Christy Cynthia Md	Practitioner - Primary Care Provider (PCP)												
Manchester Ralph A Md	Practitioner - Primary Care Provider (PCP)												
Bayer William H Md	Practitioner - Primary Care Provider (PCP)												
Blackburn Robert E Md	Practitioner - Primary Care Provider (PCP)												
Zoghlin Benson L Md	Practitioner - Primary Care Provider (PCP)												
Seaford John Wade Md	Practitioner - Primary Care Provider (PCP)												
Long Jeffrey C Md	Practitioner - Primary Care Provider (PCP)												
Smith Neal Todd Md	Practitioner - Primary Care Provider (PCP)												
Madan Manish Kumar Md	Practitioner - Primary Care Provider (PCP)												
Eisenberg Jeffrey C Md	Practitioner - Primary Care Provider (PCP)												
Flender Joan Ellen Md	Practitioner - Primary Care Provider (PCP)	✓	✓										
Mccann Robert M Md	Practitioner - Primary Care Provider (PCP)												
Marsocci Steven Michael Md	Practitioner - Primary Care Provider (PCP)												
Rodgers Thomas Paul Md	Practitioner - Primary Care Provider (PCP)												
Ryan Mark Stephen Md	Practitioner - Primary Care Provider (PCP)												
Venci Nicolas Arturo Md	Practitioner - Primary Care Provider (PCP)												
Greenberg Steven David Md	Practitioner - Primary Care Provider (PCP)												
Mcmullen Michael P Md Pc	Practitioner - Primary Care Provider (PCP)												
Schenone Roger G B Md	Practitioner - Primary Care Provider (PCP)												
Katz Kenneth R Md	Practitioner - Primary Care Provider (PCP)												
Parker Keith William Md	Practitioner - Primary Care Provider (PCP)												
Rupik Aleksander Jozef Md	Practitioner - Primary Care Provider (PCP)												
Stewart Christine Md	Practitioner - Primary Care Provider (PCP)												



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Robinson Mary Elizabeth Md	Practitioner - Primary Care Provider (PCP)											
Williams Geoffrey C Md	Practitioner - Primary Care Provider (PCP)											
Driesch Mary D Md	Practitioner - Primary Care Provider (PCP)											
Singh Ravi Md	Practitioner - Primary Care Provider (PCP)											
Martin Michael G Md	Practitioner - Primary Care Provider (PCP)											
Waheed Meredith Lee Md	Practitioner - Primary Care Provider (PCP)											
Klossner Kevin Edward Md	Practitioner - Primary Care Provider (PCP)											
Cranmer Curtis John Md	Practitioner - Primary Care Provider (PCP)											
Algase Leslie F Md	Practitioner - Primary Care Provider (PCP)											
Rosati Samuel Md	Practitioner - Primary Care Provider (PCP)											
Cheng Eulalia R Y Md	Practitioner - Primary Care Provider (PCP)											
Campbell James Robert Md	Practitioner - Primary Care Provider (PCP)											
Kennedy Richard Gordon Md	Practitioner - Primary Care Provider (PCP)											
Mitchell Thomas R Md	Practitioner - Primary Care Provider (PCP)											
Martin Priscilla S Md	Practitioner - Primary Care Provider (PCP)											
Green Michael Md	Practitioner - Primary Care Provider (PCP)											
Arnone Thomas Joseph Do	Practitioner - Primary Care Provider (PCP)											
Terry Richard Robinson Do	Practitioner - Primary Care Provider (PCP)											
Benson Beth Joan Md	Practitioner - Primary Care Provider (PCP)											
Bergin Margaret Mary Md	Practitioner - Primary Care Provider (PCP)											
Baxter Timothy Norman Md	Practitioner - Primary Care Provider (PCP)											
Denk Larry D Md	Practitioner - Primary Care Provider (PCP)											
Garfunkel Lynn C Md	Practitioner - Primary Care Provider (PCP)											
Shephard Virginia Theresa Md	Practitioner - Primary Care Provider (PCP)											
King Charles B Md	Practitioner - Primary Care Provider (PCP)											
Hessert Timothy R Md	Practitioner - Primary Care Provider (PCP)											
Leo Cusumano Physician Pllc	Practitioner - Primary Care Provider (PCP)											
Dalton Karen J	Practitioner - Primary Care Provider (PCP)											
Tripler Scott M Md	Practitioner - Primary Care Provider (PCP)											
Dasilva Anthony J Md	Practitioner - Primary Care Provider (PCP)											
Wadsworth Rebecca W Md	Practitioner - Primary Care Provider (PCP)											



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Murphy Marie Lynd	Practitioner - Primary Care Provider (PCP)											
Schaffer Stanley J Md	Practitioner - Primary Care Provider (PCP)											
Szilagyi Moira Ann Md	Practitioner - Primary Care Provider (PCP)											
Markakis Kathryn M Md	Practitioner - Primary Care Provider (PCP)											
White David M Md	Practitioner - Primary Care Provider (PCP)											
Nguyen Tai T Md	Practitioner - Primary Care Provider (PCP)											
Ehrenberg Mitchell Allen Md	Practitioner - Primary Care Provider (PCP)											
Galutia Steven T Md	Practitioner - Primary Care Provider (PCP)											
Kosieracki Eileen K Do Pc	Practitioner - Primary Care Provider (PCP)											
Hart Sema Md	Practitioner - Primary Care Provider (PCP)											
Howard Cynthia R Md	Practitioner - Primary Care Provider (PCP)											
Ferris Lori L Md	Practitioner - Primary Care Provider (PCP)											
Rajamani Krishnakumar Md	Practitioner - Primary Care Provider (PCP)											
Lurie Stephen J Md	Practitioner - Primary Care Provider (PCP)											
Leddy Sarah E Md	Practitioner - Primary Care Provider (PCP)											
Pine Rena D Md	Practitioner - Primary Care Provider (PCP)											
Mscichowski Bogdan Md	Practitioner - Primary Care Provider (PCP)											
Finetti Joseph C Md	Practitioner - Primary Care Provider (PCP)											
Mcelligott Thomas J Jr Md	Practitioner - Primary Care Provider (PCP)											
Beecher Walter S Md	Practitioner - Primary Care Provider (PCP)											
Zinkand Heidi R Md	Practitioner - Primary Care Provider (PCP)											
Mok Carolyn Lee Md	Practitioner - Primary Care Provider (PCP)											
Ragonesi David L Md	Practitioner - Primary Care Provider (PCP)											
Wagner Monta B Np	Practitioner - Primary Care Provider (PCP)											
Hur Seung Md	Practitioner - Primary Care Provider (PCP)											
Pfeil Laurel A Md	Practitioner - Primary Care Provider (PCP)											
Devlin Albert F Do	Practitioner - Primary Care Provider (PCP)											
Mitchell Paul Edward	Practitioner - Primary Care Provider (PCP)											
Mason James Michael Md	Practitioner - Primary Care Provider (PCP)											
Burt Tina Leigh Decamp	Practitioner - Primary Care Provider (PCP)											
Frame Paul S Md	Practitioner - Primary Care Provider (PCP)											



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Wetterau Norman W Md	Practitioner - Primary Care Provider (PCP)												
Wittig Geoffrey G Md	Practitioner - Primary Care Provider (PCP)												
Witte Anthony J Md	Practitioner - Primary Care Provider (PCP)												
Depra Joseph A Md	Practitioner - Primary Care Provider (PCP)												
Kanthor Harold A Md	Practitioner - Primary Care Provider (PCP)												
Dipoala Joseph Anthony Jr Md	Practitioner - Primary Care Provider (PCP)												
Mydosh Thomas F Md	Practitioner - Primary Care Provider (PCP)												
Blair Edgar Allen Md	Practitioner - Primary Care Provider (PCP)												
Caifano Robert Anthony Md	Practitioner - Primary Care Provider (PCP)												
Terwilliger Megan M Md	Practitioner - Primary Care Provider (PCP)												
Bruehl Charles Lewis Md	Practitioner - Primary Care Provider (PCP)												
Plain George Baker Md	Practitioner - Primary Care Provider (PCP)												
Lorenz Alan David Md	Practitioner - Primary Care Provider (PCP)												
Courtsal Charles Francis Md	Practitioner - Primary Care Provider (PCP)												
Papa Louis John Md	Practitioner - Primary Care Provider (PCP)												
Thomson Robert Charles Md	Practitioner - Primary Care Provider (PCP)												
Achilles Stephen F Md	Practitioner - Primary Care Provider (PCP)												
Paszko Henry M	Practitioner - Primary Care Provider (PCP)												
Wegman Susan J Md	Practitioner - Primary Care Provider (PCP)												
Weber Barbara Ellen Md	Practitioner - Primary Care Provider (PCP)												
Mosher Gayle Ann Md	Practitioner - Primary Care Provider (PCP)												
Gupta Bharat B Md	Practitioner - Primary Care Provider (PCP)												
Shedd Nancy Gail Md	Practitioner - Primary Care Provider (PCP)												
Sadovnic Marc J Md	Practitioner - Primary Care Provider (PCP)												
Landgraf Susan M Md	Practitioner - Primary Care Provider (PCP)												
Robshaw John G Md	Practitioner - Primary Care Provider (PCP)												
Goodfellow Catherine A Md	Practitioner - Primary Care Provider (PCP)												
Henderson C Michael	Practitioner - Primary Care Provider (PCP)												
Oskvig Roger Melvin Md	Practitioner - Primary Care Provider (PCP)												
Madejski Thomas J Md	Practitioner - Primary Care Provider (PCP)												
Walker Jan M Md	Practitioner - Primary Care Provider (PCP)												



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Swanger Carlos M Md	Practitioner - Primary Care Provider (PCP)											
Allen Jeffrey R Md	Practitioner - Primary Care Provider (PCP)											
Goh Kipling B Md	Practitioner - Primary Care Provider (PCP)											
Dale Edith L Md	Practitioner - Primary Care Provider (PCP)											
Avorkliyah Julius Kwasi Md	Practitioner - Primary Care Provider (PCP)											
Cannariato Catherine J	Practitioner - Primary Care Provider (PCP)											
Lee Suzanne P Md	Practitioner - Primary Care Provider (PCP)											
Mittereder Richard F Md	Practitioner - Primary Care Provider (PCP)											
Salamone Jane I Md	Practitioner - Primary Care Provider (PCP)											
Corbalan Francisco J Md	Practitioner - Primary Care Provider (PCP)											
Pum William D Md	Practitioner - Primary Care Provider (PCP)											
Maskiell Charles D Md	Practitioner - Primary Care Provider (PCP)											
Bank John T Md	Practitioner - Primary Care Provider (PCP)											
Roberts Thomas S Md	Practitioner - Primary Care Provider (PCP)											
Vill Maggie D Md	Practitioner - Primary Care Provider (PCP)											
Rabinowitz Betty Md	Practitioner - Primary Care Provider (PCP)											
Huselton John Md	Practitioner - Primary Care Provider (PCP)											
Mcgrail Kathleen Ann Md	Practitioner - Primary Care Provider (PCP)											
Myers Michael Steven Md	Practitioner - Primary Care Provider (PCP)											
Hahn Cathy J Md	Practitioner - Primary Care Provider (PCP)											
Liu Vicky Md	Practitioner - Primary Care Provider (PCP)											
Kramer Judith Anne Md	Practitioner - Primary Care Provider (PCP)											
Shiple Laura Jean Md	Practitioner - Primary Care Provider (PCP)											
Sharza Susan Mary Md	Practitioner - Primary Care Provider (PCP)											
Sharza John J Md	Practitioner - Primary Care Provider (PCP)											
Morgos Faig William Md	Practitioner - Primary Care Provider (PCP)											
Wilmot Patrick W Md	Practitioner - Primary Care Provider (PCP)											
Lambert David Reny Md	Practitioner - Primary Care Provider (PCP)											
Tanzman Esther S Md	Practitioner - Primary Care Provider (PCP)											
Rockwell Susan Virginia Md	Practitioner - Primary Care Provider (PCP)											
Bjorseth Caryl E Md	Practitioner - Primary Care Provider (PCP)											



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Mcgrath Patrick J Md	Practitioner - Primary Care Provider (PCP)												
Gracey Catherine Faye Md	Practitioner - Primary Care Provider (PCP)												
Glezen Sharon J Md	Practitioner - Primary Care Provider (PCP)												
Nunno Patrick Michael Md	Practitioner - Primary Care Provider (PCP)												
Richard Eric A Md	Practitioner - Primary Care Provider (PCP)												
Riggs Malcolm M Md	Practitioner - Primary Care Provider (PCP)												
Lockwood Mary Jo	Practitioner - Primary Care Provider (PCP)												
Ryan Gregory J Md	Practitioner - Primary Care Provider (PCP)												
Williams Diana Rowland	Practitioner - Primary Care Provider (PCP)												
Lenhard Julie M Md	Practitioner - Primary Care Provider (PCP)												
Gupta Mala R Md	Practitioner - Primary Care Provider (PCP)												
Mathew Mary L Md	Practitioner - Primary Care Provider (PCP)												
Lukawski Zbigniew A Md	Practitioner - Primary Care Provider (PCP)												
Hoeger William John Md	Practitioner - Primary Care Provider (PCP)												
Berg Kathrin Joyce Md	Practitioner - Primary Care Provider (PCP)												
Cox John Foreman Iii Md	Practitioner - Primary Care Provider (PCP)												
Loveys Alice Andrews Md	Practitioner - Primary Care Provider (PCP)												
Tullio Tammie B Md	Practitioner - Primary Care Provider (PCP)												
Morse Diane S Md	Practitioner - Primary Care Provider (PCP)												
Pingree Thomas M Md	Practitioner - Primary Care Provider (PCP)												
Foster Mary Johanna	Practitioner - Primary Care Provider (PCP)												
Nagendra Thambirajah Md	Practitioner - Primary Care Provider (PCP)												
Wehrle John J Md	Practitioner - Primary Care Provider (PCP)												
Scofield Steven Michael Md	Practitioner - Primary Care Provider (PCP)												
Picco Pasquale Arthur Md	Practitioner - Primary Care Provider (PCP)												
Martin-Cuyler Gina	Practitioner - Primary Care Provider (PCP)												
Stein Julia Md	Practitioner - Primary Care Provider (PCP)												
Hellmann Sandra Ann	Practitioner - Primary Care Provider (PCP)												
Nazar Michael D Md	Practitioner - Primary Care Provider (PCP)												
Dluzozima Maureen E Md	Practitioner - Primary Care Provider (PCP)												
Brown Mark Anthony Md	Practitioner - Primary Care Provider (PCP)												



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Hoffmann John L Md	Practitioner - Primary Care Provider (PCP)												
Shamsie Faisal Md	Practitioner - Primary Care Provider (PCP)												
Laroche Eddy Md	Practitioner - Primary Care Provider (PCP)												
Gagnon Carol Ann Md	Practitioner - Primary Care Provider (PCP)												
Hira Bruce K Md	Practitioner - Primary Care Provider (PCP)												
Basra Rajinder K Md	Practitioner - Primary Care Provider (PCP)												
Sosniak Janusz A Md	Practitioner - Primary Care Provider (PCP)												
Khalaf Mohamed Abdel H Md	Practitioner - Primary Care Provider (PCP)												
Rudmann A Andrew Md	Practitioner - Primary Care Provider (PCP)												
Hyman Susan L Md	Practitioner - Primary Care Provider (PCP)												
Biradavolu Lakshmi Bhaskar Md	Practitioner - Primary Care Provider (PCP)												
Wright Christopher Lance Md	Practitioner - Primary Care Provider (PCP)												
Iannucci Brenda Jean Md	Practitioner - Primary Care Provider (PCP)												
Youssef Odet Edward	Practitioner - Primary Care Provider (PCP)												
Guzman Ronald Md	Practitioner - Primary Care Provider (PCP)												
Lyons Deanna Girard Md	Practitioner - Primary Care Provider (PCP)												
Lehoullier Paul Francis Md	Practitioner - Primary Care Provider (PCP)												
Disalle Michaeal Richard Md	Practitioner - Primary Care Provider (PCP)												
Foote Michael Martin Md	Practitioner - Primary Care Provider (PCP)												
Bennett Douglas H	Practitioner - Primary Care Provider (PCP)												
Fogarty Colleen Teresa Md	Practitioner - Primary Care Provider (PCP)												
Mccormick Kevin Richard Md	Practitioner - Primary Care Provider (PCP)												
Gaspar Vladimir Md	Practitioner - Primary Care Provider (PCP)												
Patel Kartik Shantibhai Md	Practitioner - Primary Care Provider (PCP)												
Krasner Michael Shawn Md	Practitioner - Primary Care Provider (PCP)												
Schultz Stephen Henry Md	Practitioner - Primary Care Provider (PCP)												
Aziz Haris Md	Practitioner - Primary Care Provider (PCP)												
Pellitteri Arthur Md	Practitioner - Primary Care Provider (PCP)												
Nemetz Sarah B Md	Practitioner - Primary Care Provider (PCP)												
Haley James M	Practitioner - Primary Care Provider (PCP)												
Bressler David J	Practitioner - Primary Care Provider (PCP)												



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Gleeson Mary Lucy Md	Practitioner - Primary Care Provider (PCP)												
Broikos Evelyn H Md	Practitioner - Primary Care Provider (PCP)												
Borbos Judith Kishonti Md	Practitioner - Primary Care Provider (PCP)												
Ippolito Charles Nicholas Md	Practitioner - Primary Care Provider (PCP)												
Shamsie Darakhshan F Md	Practitioner - Primary Care Provider (PCP)												
Stolarczyk Richard Md	Practitioner - Primary Care Provider (PCP)												
Katzel Lester	Practitioner - Primary Care Provider (PCP)												
Aziz Farideh Taha	Practitioner - Primary Care Provider (PCP)												
Vora Ramnik R	Practitioner - Primary Care Provider (PCP)												
Dickinson John C	Practitioner - Primary Care Provider (PCP)												
Campbell Thomas L Md	Practitioner - Primary Care Provider (PCP)												
Holmes Michael J	Practitioner - Primary Care Provider (PCP)												
Harp Jeffrey James Md	Practitioner - Primary Care Provider (PCP)												
Beddoe Jeanne C Md	Practitioner - Primary Care Provider (PCP)												
Henoch Monica J	Practitioner - Primary Care Provider (PCP)												
Ehrmentraut Sheryl Marie Md	Practitioner - Primary Care Provider (PCP)												
Feltner Elizabeth J Md	Practitioner - Primary Care Provider (PCP)												
Greenwood Gaylinn Marie Md	Practitioner - Primary Care Provider (PCP)												
Beisheim Melissa L	Practitioner - Primary Care Provider (PCP)												
Kame Cheryl A	Practitioner - Primary Care Provider (PCP)												
Burke Gretchen Smith Md	Practitioner - Primary Care Provider (PCP)												
Christie Michael L Md	Practitioner - Primary Care Provider (PCP)												
Conolly Melanie Root Md	Practitioner - Primary Care Provider (PCP)												
Banghart Maria-Elen Cardenas	Practitioner - Primary Care Provider (PCP)												
Liano Douglas J	Practitioner - Primary Care Provider (PCP)												
Stratton-Smith Scott A Md	Practitioner - Primary Care Provider (PCP)												
Johnson Wallace Emerson Md	Practitioner - Primary Care Provider (PCP)												
Ali Shehzad	Practitioner - Primary Care Provider (PCP)												
Raza Syed Hassan Md	Practitioner - Primary Care Provider (PCP)												
Mauri Robert Md	Practitioner - Primary Care Provider (PCP)												
Povanda Paul	Practitioner - Primary Care Provider (PCP)												



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Donohue Laurie Jeanne Md	Practitioner - Primary Care Provider (PCP)												
Fine Steven Mark Md	Practitioner - Primary Care Provider (PCP)												
Hill Wendy Jensen	Practitioner - Primary Care Provider (PCP)												
Peterson Kimberly Anne Md	Practitioner - Primary Care Provider (PCP)												
Herendeen Neil E Md	Practitioner - Primary Care Provider (PCP)												
Pincus Ralph A Md	Practitioner - Primary Care Provider (PCP)												
Glowinsky Lesley Z Md	Practitioner - Primary Care Provider (PCP)												
Jagadish Grama S	Practitioner - Primary Care Provider (PCP)												
Suozzi Anthony J	Practitioner - Primary Care Provider (PCP)												
Conners Charlene Md	Practitioner - Primary Care Provider (PCP)												
Ali Yousaf Md	Practitioner - Primary Care Provider (PCP)												
Dolan Jeannine Louise Md	Practitioner - Primary Care Provider (PCP)												
Ryan Stephen Dennis Md	Practitioner - Primary Care Provider (PCP)												
Pittsford Internal Medicine L	Practitioner - Primary Care Provider (PCP)												
Pietropaoli Robert C Md	Practitioner - Primary Care Provider (PCP)												
Ashdown Adrian Md	Practitioner - Primary Care Provider (PCP)												
Polashenski Walter A Jr Md	Practitioner - Primary Care Provider (PCP)												
Robbins Brett Wayne Md	Practitioner - Primary Care Provider (PCP)												
Clark Nancy Shafer	Practitioner - Primary Care Provider (PCP)												
Zerbe Daniel Lee Md	Practitioner - Primary Care Provider (PCP)												
Matijas Christine Griswold	Practitioner - Primary Care Provider (PCP)												
Foster Edward William Do	Practitioner - Primary Care Provider (PCP)												
Grable John Clifford Md	Practitioner - Primary Care Provider (PCP)												
Healy Deborah P Md	Practitioner - Primary Care Provider (PCP)												
Kundlas Gurdeep Singh Md	Practitioner - Primary Care Provider (PCP)												
Martinez Nilsa Milagros Md	Practitioner - Primary Care Provider (PCP)												
Purnell Leslie E Md	Practitioner - Primary Care Provider (PCP)												
Prabhu Nivedita P Md	Practitioner - Primary Care Provider (PCP)												
Kopp David William Md	Practitioner - Primary Care Provider (PCP)												
Cleary Carolyn	Practitioner - Primary Care Provider (PCP)												
Sarnov Mark L Md	Practitioner - Primary Care Provider (PCP)												



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Kolsin Scot B	Practitioner - Primary Care Provider (PCP)												
Hager Jonathan Williams	Practitioner - Primary Care Provider (PCP)												
O'Dell Kimberley A	Practitioner - Primary Care Provider (PCP)												
Houy Nancy Marie	Practitioner - Primary Care Provider (PCP)												
Miller Susan Gardner Md	Practitioner - Primary Care Provider (PCP)												
Penird Karen S Md	Practitioner - Primary Care Provider (PCP)												
Yax Karen	Practitioner - Primary Care Provider (PCP)												
Vitullo Benedetto B Md	Practitioner - Primary Care Provider (PCP)												
Bank Margaret S	Practitioner - Primary Care Provider (PCP)												
Aggarwal Vinay Rajkumar	Practitioner - Primary Care Provider (PCP)												
O'Brien Elizabeth S Md	Practitioner - Primary Care Provider (PCP)												
Morgan Julia Mary Md	Practitioner - Primary Care Provider (PCP)												
Kopp Laura Jane Md	Practitioner - Primary Care Provider (PCP)												
Kouides Ruth W Md	Practitioner - Primary Care Provider (PCP)												
Jonnala Srinivas Md	Practitioner - Primary Care Provider (PCP)												
White Amy L Md	Practitioner - Primary Care Provider (PCP)												
Sobel Kenneth Alan Md	Practitioner - Primary Care Provider (PCP)												
Cohen Mark	Practitioner - Primary Care Provider (PCP)												
Eigg Marc H Md	Practitioner - Primary Care Provider (PCP)												
Solazzo Anthony F Md	Practitioner - Primary Care Provider (PCP)												
Ruh Richard	Practitioner - Primary Care Provider (PCP)												
Dobmeier Michael	Practitioner - Primary Care Provider (PCP)												
Potter Douglas	Practitioner - Primary Care Provider (PCP)												
Zarfes Marc S	Practitioner - Primary Care Provider (PCP)												
Dobrzynski David	Practitioner - Primary Care Provider (PCP)												
Morris Geoffrey	Practitioner - Primary Care Provider (PCP)												
Allen Judith Ann Md	Practitioner - Primary Care Provider (PCP)												
Eman Wahba Md	Practitioner - Primary Care Provider (PCP)												
Cox Elizabeth	Practitioner - Primary Care Provider (PCP)												
Hayden Kathleen A Md	Practitioner - Primary Care Provider (PCP)												
Kane Andrew M Md	Practitioner - Primary Care Provider (PCP)												



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Donahue Kathleen Marie Md	Practitioner - Primary Care Provider (PCP)												
Weisbrod Leslie	Practitioner - Primary Care Provider (PCP)												
Davis Roderick	Practitioner - Primary Care Provider (PCP)												
Koul Suneel M Md	Practitioner - Primary Care Provider (PCP)												
Herrmann Diana Md	Practitioner - Primary Care Provider (PCP)												
Diego G Cahn-Hidalgo Md	Practitioner - Primary Care Provider (PCP)												
Qutubuddin K Dar	Practitioner - Primary Care Provider (PCP)												
Hernandez Ileana Md	Practitioner - Primary Care Provider (PCP)												
Orlowski Beth Ann Md	Practitioner - Primary Care Provider (PCP)												
Penird Kevin D Md	Practitioner - Primary Care Provider (PCP)												
Pierce Laura J Md	Practitioner - Primary Care Provider (PCP)												
Potts Jill Kathleen Md	Practitioner - Primary Care Provider (PCP)												
Schneider Alexandra C Rn	Practitioner - Primary Care Provider (PCP)												
Bayoumi Ahmed G M Md	Practitioner - Primary Care Provider (PCP)												
Smith Linda J	Practitioner - Primary Care Provider (PCP)												
Medina-Walpole Annette M Md	Practitioner - Primary Care Provider (PCP)												
Bawaney Asma R	Practitioner - Primary Care Provider (PCP)												
Christidis Elias Md	Practitioner - Primary Care Provider (PCP)												
Tan Catherine C	Practitioner - Primary Care Provider (PCP)												
Kilimnick Joseph B Md	Practitioner - Primary Care Provider (PCP)	✓	✓										
Rizk Wafaa I Md	Practitioner - Primary Care Provider (PCP)												
Epstein Ronald Mark Md	Practitioner - Primary Care Provider (PCP)												
Colpoys Margaret Elizabeth Md	Practitioner - Primary Care Provider (PCP)												
Balaji Karai Pattabiram Md	Practitioner - Primary Care Provider (PCP)												
Silenzio Vincent Michael Bernard Md	Practitioner - Primary Care Provider (PCP)												
Stockman Douglas Md	Practitioner - Primary Care Provider (PCP)												
Pierce Deborah	Practitioner - Primary Care Provider (PCP)												
Deshmukh Sudipt	Practitioner - Primary Care Provider (PCP)												
Ahmed Bilal Md	Practitioner - Primary Care Provider (PCP)												
Stern Carolyn	Practitioner - Primary Care Provider (PCP)												
Grannum Edith Gwendoline Md	Practitioner - Primary Care Provider (PCP)												



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Hight James E Md	Practitioner - Primary Care Provider (PCP)											
Ripple Cynthia Lee	Practitioner - Primary Care Provider (PCP)											
Olschewske Joan Lehman	Practitioner - Primary Care Provider (PCP)											
Mendelson Daniel Ari	Practitioner - Primary Care Provider (PCP)											
Riner Susan Gaye	Practitioner - Primary Care Provider (PCP)											
Nickell Karen M Md	Practitioner - Primary Care Provider (PCP)											
Schwartz Lisa	Practitioner - Primary Care Provider (PCP)											
Jacobs-Perkins Andree	Practitioner - Primary Care Provider (PCP)											
Connors Patrick	Practitioner - Primary Care Provider (PCP)											
Steele Brian K Md	Practitioner - Primary Care Provider (PCP)											
Finnell Jack W Md	Practitioner - Primary Care Provider (PCP)											
Menon Sharada P Md	Practitioner - Primary Care Provider (PCP)											
Grover Julie Lyn	Practitioner - Primary Care Provider (PCP)											
Tompkins Tammy Victoria	Practitioner - Primary Care Provider (PCP)											
Vuillequez Jeffrey J Md	Practitioner - Primary Care Provider (PCP)											
Burns Paul Christopher Md	Practitioner - Primary Care Provider (PCP)											
Romanick Dean David Md	Practitioner - Primary Care Provider (PCP)											
Campbell Thomas Scott Md	Practitioner - Primary Care Provider (PCP)											
Sengupta Rahul J Md	Practitioner - Primary Care Provider (PCP)											
Wani Rozy Nelofar	Practitioner - Primary Care Provider (PCP)											
Emerson Karen Vickner	Practitioner - Primary Care Provider (PCP)											
Alling R Douglas	Practitioner - Primary Care Provider (PCP)											
Walsh Laurie A	Practitioner - Primary Care Provider (PCP)											
Evans Lara Bethany Hornung	Practitioner - Primary Care Provider (PCP)											
Iacobucci James Joseph	Practitioner - Primary Care Provider (PCP)											
Ingerowski Eric Francis	Practitioner - Primary Care Provider (PCP)											
Peracchia Carla Maria	Practitioner - Primary Care Provider (PCP)											
Pulley Darren	Practitioner - Primary Care Provider (PCP)											
Stryker Sean Allen Md	Practitioner - Primary Care Provider (PCP)											
Tripp Samuel Edward	Practitioner - Primary Care Provider (PCP)											
Smith Lisa Ann Md	Practitioner - Primary Care Provider (PCP)											



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Williams David Dea Md	Practitioner - Primary Care Provider (PCP)												
Zillmann Betty Northrop	Practitioner - Primary Care Provider (PCP)												
Olivares Telva Eleida Md	Practitioner - Primary Care Provider (PCP)												
Vaules William Albert Md	Practitioner - Primary Care Provider (PCP)												
Schue Donna Md	Practitioner - Primary Care Provider (PCP)												
Rosenbloom Stephen Md	Practitioner - Primary Care Provider (PCP)												
Taylor Alice Lewand Md	Practitioner - Primary Care Provider (PCP)												
Perry Maureen Md	Practitioner - Primary Care Provider (PCP)												
Kassas Mohamad-Zahi Mustapha	Practitioner - Primary Care Provider (PCP)	▼	▼	▼		▼				▼		▼	
Beyer Eric L Md	Practitioner - Primary Care Provider (PCP)												
Lang Valerie Jean	Practitioner - Primary Care Provider (PCP)												
Aguirre Richard Steven Md	Practitioner - Primary Care Provider (PCP)												
Mitchko Michael John Md	Practitioner - Primary Care Provider (PCP)												
Durham Michelle Joan	Practitioner - Primary Care Provider (PCP)												
Torpey Laurence E Md	Practitioner - Primary Care Provider (PCP)												
Caiola Enrico Md	Practitioner - Primary Care Provider (PCP)												
Carroll Jennifer Md	Practitioner - Primary Care Provider (PCP)												
Legrett Jeffrey M Md	Practitioner - Primary Care Provider (PCP)												
Walk-Reinard Lisa Md	Practitioner - Primary Care Provider (PCP)												
Arigo Mary Christine Md	Practitioner - Primary Care Provider (PCP)												
Weeden Robert Md	Practitioner - Primary Care Provider (PCP)												
Kaffenbarger Kimberly Md	Practitioner - Primary Care Provider (PCP)												
Teerlinck Cynthia E.Md	Practitioner - Primary Care Provider (PCP)												
Leonard Laura Jean Md	Practitioner - Primary Care Provider (PCP)												
Hernady Andrea Halverson Md	Practitioner - Primary Care Provider (PCP)												
Khalil Salma Md	Practitioner - Primary Care Provider (PCP)												
Sarnoski Roberts Sandra Md	Practitioner - Primary Care Provider (PCP)												
Horowitz Robert K Md	Practitioner - Primary Care Provider (PCP)												
Piotrowski Brain Edward Md	Practitioner - Primary Care Provider (PCP)												
Queenan Ruth Anne Md	Practitioner - Primary Care Provider (PCP)												
Corales Roberto B Md	Practitioner - Primary Care Provider (PCP)												



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Momot Christopher D Md	Practitioner - Primary Care Provider (PCP)											
Sathasivam Rajaletchumy Md	Practitioner - Primary Care Provider (PCP)											
Shylasree Krishnan Physician Pllc	Practitioner - Primary Care Provider (PCP)											
Cook Stephen Russell Md	Practitioner - Primary Care Provider (PCP)											
Volk Gretchen R Md	Practitioner - Primary Care Provider (PCP)											
Goldberg Rachel Md	Practitioner - Primary Care Provider (PCP)											
Equinozzi Arthur Mark Ii Md	Practitioner - Primary Care Provider (PCP)											
Conway Lori Gene Stoler	Practitioner - Primary Care Provider (PCP)											
Sobel Heather R Md	Practitioner - Primary Care Provider (PCP)											
Nofziger Anne C Md	Practitioner - Primary Care Provider (PCP)											
Nead Karen Gnuse	Practitioner - Primary Care Provider (PCP)											
Steffers Michelle Md	Practitioner - Primary Care Provider (PCP)											
Farnsworth Suzamie Jo Md	Practitioner - Primary Care Provider (PCP)											
Halterman Jill S Md	Practitioner - Primary Care Provider (PCP)											
Mullin Suzanne F Md	Practitioner - Primary Care Provider (PCP)											
Lowe Marie Williman	Practitioner - Primary Care Provider (PCP)											
Devoesick Letitia M Do	Practitioner - Primary Care Provider (PCP)											
Burke Robert E Md	Practitioner - Primary Care Provider (PCP)											
Richards Mary Teresa	Practitioner - Primary Care Provider (PCP)											
Barrett Josephine Md	Practitioner - Primary Care Provider (PCP)											
Mcguire John F Md	Practitioner - Primary Care Provider (PCP)											
Hathwar Roopa J Md	Practitioner - Primary Care Provider (PCP)											
Shin Laurie Caroline	Practitioner - Primary Care Provider (PCP)											
White R J Md	Practitioner - Primary Care Provider (PCP)											
Fasone Dawn Elizabeth	Practitioner - Primary Care Provider (PCP)											
Kodjo Cheryl Marie Md	Practitioner - Primary Care Provider (PCP)											
Zatreanu Daniel Md	Practitioner - Primary Care Provider (PCP)											
Lee Charis A Md	Practitioner - Primary Care Provider (PCP)											
Ciavarri Nancy Ann Md	Practitioner - Primary Care Provider (PCP)											
Yawman Daniel M Md	Practitioner - Primary Care Provider (PCP)											
Scharf Molly Parietti Md	Practitioner - Primary Care Provider (PCP)											



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Boehlert Sandra Jean	Practitioner - Primary Care Provider (PCP)											
Phillips Lindsay	Practitioner - Primary Care Provider (PCP)											
Przystal Catherine Francis	Practitioner - Primary Care Provider (PCP)											
Cranshaw Janet	Practitioner - Primary Care Provider (PCP)											
Comella Kathy A	Practitioner - Primary Care Provider (PCP)											
Deshommes Beatrice Md	Practitioner - Primary Care Provider (PCP)											
Rand Cynthia Miriam Md	Practitioner - Primary Care Provider (PCP)											
Alagappan Vythilinga	Practitioner - Primary Care Provider (PCP)											
Lawrence Richard A Md	Practitioner - Primary Care Provider (PCP)											
Schweidt Silke Md	Practitioner - Primary Care Provider (PCP)											
Holley Sheryl Renee Md	Practitioner - Primary Care Provider (PCP)											
Pastor Thomas Joseph Md	Practitioner - Primary Care Provider (PCP)											
Coan Mary Louise Md	Practitioner - Primary Care Provider (PCP)											
Feitshans Lisa Ann	Practitioner - Primary Care Provider (PCP)											
Herbowy Michael	Practitioner - Primary Care Provider (PCP)											
Mehr Uzma Shad	Practitioner - Primary Care Provider (PCP)											
Chang Teresa Jui-Shan Md	Practitioner - Primary Care Provider (PCP)											
Kaye Lu-Ann S Md	Practitioner - Primary Care Provider (PCP)											
Ireland Amy Lynne	Practitioner - Primary Care Provider (PCP)											
Saxton Janette E	Practitioner - Primary Care Provider (PCP)											
Schuler Marianne L	Practitioner - Primary Care Provider (PCP)											
Alberts Jeffrey D Md	Practitioner - Primary Care Provider (PCP)											
Deiss Katharine Davenport Md	Practitioner - Primary Care Provider (PCP)											
Wedig Barbara Miller Md	Practitioner - Primary Care Provider (PCP)											
Jaffe Edith Md	Practitioner - Primary Care Provider (PCP)											
Kontor Annamaria Md	Practitioner - Primary Care Provider (PCP)											
Lyle Lisa A	Practitioner - Primary Care Provider (PCP)											
Walsh Elizabeth Reardon Md	Practitioner - Primary Care Provider (PCP)											
Dahake Seema Girish Md	Practitioner - Primary Care Provider (PCP)											
Lopez Jose E Md	Practitioner - Primary Care Provider (PCP)											
Emerson Drew T Md	Practitioner - Primary Care Provider (PCP)											



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Prull Tamara A Md	Practitioner - Primary Care Provider (PCP)											
Sloan Pamela Lynn Md	Practitioner - Primary Care Provider (PCP)											
Olinger Anne Margaret Md	Practitioner - Primary Care Provider (PCP)											
Nissiem Hany Girgis Md	Practitioner - Primary Care Provider (PCP)											
Miller Sakinah	Practitioner - Primary Care Provider (PCP)											
Lisciandro Kelly Anne Md	Practitioner - Primary Care Provider (PCP)											
Goltz Hayden R Do	Practitioner - Primary Care Provider (PCP)											
Baker Karen Margaret Np	Practitioner - Primary Care Provider (PCP)											
Alexander James Arthur Md	Practitioner - Primary Care Provider (PCP)											
Pardee Jane Elizabeth Md	Practitioner - Primary Care Provider (PCP)											
Burki Anjum Md	Practitioner - Primary Care Provider (PCP)											
Yussman Susan M Md	Practitioner - Primary Care Provider (PCP)											
Savage Kristen	Practitioner - Primary Care Provider (PCP)											
Nicholas Nirmala C Md	Practitioner - Primary Care Provider (PCP)											
Graham Jennifer Ellen Md	Practitioner - Primary Care Provider (PCP)											
Abderhalden-Friend Renee Elizabeth	Practitioner - Primary Care Provider (PCP)											
Braddock Carolyn	Practitioner - Primary Care Provider (PCP)											
Coleman Sandra L	Practitioner - Primary Care Provider (PCP)											
Brown Trisha Collette	Practitioner - Primary Care Provider (PCP)											
180368975miller Julia E	Practitioner - Primary Care Provider (PCP)											
Bilsback Denise A Np	Practitioner - Primary Care Provider (PCP)											
Richardson Maureen	Practitioner - Primary Care Provider (PCP)											
Solomon Rhonda L	Practitioner - Primary Care Provider (PCP)											
Choudhury Arif Hussain Md	Practitioner - Primary Care Provider (PCP)											
Merrill Michael Dean Md	Practitioner - Primary Care Provider (PCP)											
Nelson Dallas Lee Md	Practitioner - Primary Care Provider (PCP)											
D'Angelo Christopher T Md	Practitioner - Primary Care Provider (PCP)											
Thornburg Robert Patrick Md	Practitioner - Primary Care Provider (PCP)											
Demallie Alice A	Practitioner - Primary Care Provider (PCP)											
Lyons Megan Grace Md	Practitioner - Primary Care Provider (PCP)											
Reidy Jill Oakley Md	Practitioner - Primary Care Provider (PCP)											



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Callan Mary E	Practitioner - Primary Care Provider (PCP)											
Morano Renee Christine	Practitioner - Primary Care Provider (PCP)											
Smith Heidi W Md	Practitioner - Primary Care Provider (PCP)											
Briggs Victoria F Np	Practitioner - Primary Care Provider (PCP)											
Duver Rose M Md	Practitioner - Primary Care Provider (PCP)											
Bonenfant Heather M Md	Practitioner - Primary Care Provider (PCP)											
Jee Sandra H Md	Practitioner - Primary Care Provider (PCP)											
Kringstein Dina Plekavich Md	Practitioner - Primary Care Provider (PCP)											
Lee Bruce M	Practitioner - Primary Care Provider (PCP)											
Cook-Smith Heather J Np	Practitioner - Primary Care Provider (PCP)											
Neuderfer Judith Simmons	Practitioner - Primary Care Provider (PCP)											
Hey Ellen M	Practitioner - Primary Care Provider (PCP)											
Brezinsky Darlene D	Practitioner - Primary Care Provider (PCP)											
Sousou Anthony J Md	Practitioner - Primary Care Provider (PCP)											
Block Robert Charles Md	Practitioner - Primary Care Provider (PCP)											
Lentz Todd R Md	Practitioner - Primary Care Provider (PCP)											
Bingemann Todd	Practitioner - Primary Care Provider (PCP)											
Topa David Allen Md	Practitioner - Primary Care Provider (PCP)											
Gill Diddarjit Kaur Md	Practitioner - Primary Care Provider (PCP)											
Dovich Sara H Md	Practitioner - Primary Care Provider (PCP)											
Marchl Zsuzsanna Md	Practitioner - Primary Care Provider (PCP)											
Lamb Anna Marie Do	Practitioner - Primary Care Provider (PCP)											
Herbert Veyberman Basya Md	Practitioner - Primary Care Provider (PCP)											
Enecilla Maria Cynthia Avendano	Practitioner - Primary Care Provider (PCP)											
Collins Steven Michael Md	Practitioner - Primary Care Provider (PCP)											
Listopadzki Dariusz J Md	Practitioner - Primary Care Provider (PCP)											
Campbell Brian M Md	Practitioner - Primary Care Provider (PCP)											
Wilson Darlene D	Practitioner - Primary Care Provider (PCP)											
Novak Steven J	Practitioner - Primary Care Provider (PCP)											
Hughes Molly E Md	Practitioner - Primary Care Provider (PCP)											
Judge Stephen Robert Md	Practitioner - Primary Care Provider (PCP)											



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Wiza Matthew Thomas Do	Practitioner - Primary Care Provider (PCP)											
Moussallem Charbel Georges	Practitioner - Primary Care Provider (PCP)											
Akmese Fatma Md	Practitioner - Primary Care Provider (PCP)											
Miraloglu Didem Md	Practitioner - Primary Care Provider (PCP)											
Yarowsky Max Md	Practitioner - Primary Care Provider (PCP)											
Giugno Luigi Antonio Md	Practitioner - Primary Care Provider (PCP)											
Knapp Amanda Sogn Md	Practitioner - Primary Care Provider (PCP)											
Blonski Christine Anne Do	Practitioner - Primary Care Provider (PCP)											
Spurling Ronald D Md	Practitioner - Primary Care Provider (PCP)											
Karlic Alexander Md	Practitioner - Primary Care Provider (PCP)											
Roth Karen S	Practitioner - Primary Care Provider (PCP)											
Brammer Werner Kanoa Md	Practitioner - Primary Care Provider (PCP)											
Stewart Karen Marie	Practitioner - Primary Care Provider (PCP)											
Nicholas Joseph Anthony Md	Practitioner - Primary Care Provider (PCP)											
King Stefenie Louise Md	Practitioner - Primary Care Provider (PCP)											
Wells Jason E Md	Practitioner - Primary Care Provider (PCP)											
Zaka Sara	Practitioner - Primary Care Provider (PCP)											
Junor Vanessa E	Practitioner - Primary Care Provider (PCP)											
Preston Chad B	Practitioner - Primary Care Provider (PCP)											
Carlin Matthew M Md	Practitioner - Primary Care Provider (PCP)											
Brown Matthew J Md	Practitioner - Primary Care Provider (PCP)											
Lois Jean Van Tol Md	Practitioner - Primary Care Provider (PCP)											
Bais Anshu Md	Practitioner - Primary Care Provider (PCP)											
Jacobs Parks Carolyn Y Md	Practitioner - Primary Care Provider (PCP)											
Rao Mohan Cn Md	Practitioner - Primary Care Provider (PCP)											
Fahoury Alex I Md	Practitioner - Primary Care Provider (PCP)											
Negrini Clelia Md	Practitioner - Primary Care Provider (PCP)											
Ponnuri Jyothsna Md	Practitioner - Primary Care Provider (PCP)											
Childres William Joseph Md	Practitioner - Primary Care Provider (PCP)											
Ryan Elizabeth J Np	Practitioner - Primary Care Provider (PCP)											
Parthasarathy Padma Md	Practitioner - Primary Care Provider (PCP)											



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Pitts Shannon D Md	Practitioner - Primary Care Provider (PCP)											
Greenberg Lior Jacob Md	Practitioner - Primary Care Provider (PCP)											
Thuraisamy Bharathi U Md	Practitioner - Primary Care Provider (PCP)											
Wadsworth Charles David Md	Practitioner - Primary Care Provider (PCP)											
Chan Raymond Md	Practitioner - Primary Care Provider (PCP)											
Rhodes Janice Marie Np	Practitioner - Primary Care Provider (PCP)											
Marques Sarah Irons Md	Practitioner - Primary Care Provider (PCP)											
Wheeler Renee Ann Md	Practitioner - Primary Care Provider (PCP)											
Mazza Karen D Np	Practitioner - Primary Care Provider (PCP)											
Howe Paul Md	Practitioner - Primary Care Provider (PCP)											
Howe Mariesa Hales Md	Practitioner - Primary Care Provider (PCP)											
Berkowitz Sharon	Practitioner - Primary Care Provider (PCP)											
Gillespie Suzanne Marie Md	Practitioner - Primary Care Provider (PCP)											
Thompson Martha	Practitioner - Primary Care Provider (PCP)											
Johnson-Stuber Genevieve Anne Yinge	Practitioner - Primary Care Provider (PCP)											
Wiefling Bridgette	Practitioner - Primary Care Provider (PCP)											
Shah Mindy Md	Practitioner - Primary Care Provider (PCP)											
Empie Mathew John Md	Practitioner - Primary Care Provider (PCP)											
Juriga John David Md	Practitioner - Primary Care Provider (PCP)											
Bennett Brian Md	Practitioner - Primary Care Provider (PCP)											
Kaiser Leslie A Np	Practitioner - Primary Care Provider (PCP)											
Campbell Jennifer Louise Md	Practitioner - Primary Care Provider (PCP)											
Watkins Ingrid	Practitioner - Primary Care Provider (PCP)											
Paradis Heather	Practitioner - Primary Care Provider (PCP)											
Abdel Gadir Khalid Elhag I Md	Practitioner - Primary Care Provider (PCP)											
Pelino Nancy Marie Md	Practitioner - Primary Care Provider (PCP)											
Cywinski David Md	Practitioner - Primary Care Provider (PCP)											
Palm-Schwartz Leslie	Practitioner - Primary Care Provider (PCP)											
Mackenzie Susan Eda	Practitioner - Primary Care Provider (PCP)											
Gallagher Margaret	Practitioner - Primary Care Provider (PCP)											
Mapes Allison R Np	Practitioner - Primary Care Provider (PCP)											



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Mishkin Marc Breit Md	Practitioner - Primary Care Provider (PCP)												
Tzellas Andrew	Practitioner - Primary Care Provider (PCP)												
Pullin Melissa A Np	Practitioner - Primary Care Provider (PCP)												
Weezorak Diane Np	Practitioner - Primary Care Provider (PCP)												
Mirabelli Mark Hopkins Md	Practitioner - Primary Care Provider (PCP)												
Verkleeren Erica Wolff Md	Practitioner - Primary Care Provider (PCP)												
Cordaro Joanne Pauliny	Practitioner - Primary Care Provider (PCP)												
Reddy Dayakar Kamjula Md	Practitioner - Primary Care Provider (PCP)												
Carafice Tracy Lynn	Practitioner - Primary Care Provider (PCP)												
Rozvora Iriha Np	Practitioner - Primary Care Provider (PCP)												
Kelly Diane Marie Np	Practitioner - Primary Care Provider (PCP)												
Mancenido Michael D Md	Practitioner - Primary Care Provider (PCP)												
Sodhi Natasha N Md	Practitioner - Primary Care Provider (PCP)												
Picca Joseph Anthony Md	Practitioner - Primary Care Provider (PCP)												
Provo Beverly S	Practitioner - Primary Care Provider (PCP)												
Levin Yana D Md	Practitioner - Primary Care Provider (PCP)												
Cheung Luke Md	Practitioner - Primary Care Provider (PCP)												
Cowell Kristi Michelle Md	Practitioner - Primary Care Provider (PCP)												
Coria Emily Hanna	Practitioner - Primary Care Provider (PCP)												
Canario Jose Rafael Jr Md	Practitioner - Primary Care Provider (PCP)												
Tavarez Marino Dejesus Md	Practitioner - Primary Care Provider (PCP)												
Blatt Amy Elizabeth Md	Practitioner - Primary Care Provider (PCP)												
Ameyaw Margaret-Mary	Practitioner - Primary Care Provider (PCP)												
Brown Elizabeth	Practitioner - Primary Care Provider (PCP)												
Fennelly James Patrick Md	Practitioner - Primary Care Provider (PCP)												
Romesser Corey Edward Md	Practitioner - Primary Care Provider (PCP)												
Postigo Luis German Md	Practitioner - Primary Care Provider (PCP)												
Carpenter Laura	Practitioner - Primary Care Provider (PCP)												
Wolff Andrew J Md	Practitioner - Primary Care Provider (PCP)												
Price Laura M Md	Practitioner - Primary Care Provider (PCP)												
Meaker Philip	Practitioner - Primary Care Provider (PCP)												



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Miller Michael B Md	Practitioner - Primary Care Provider (PCP)											
Christensen Benjamin Ray Md	Practitioner - Primary Care Provider (PCP)											
Rehab Yuliya Stoyanova Md	Practitioner - Primary Care Provider (PCP)											
Kanaparthi Kalyana C Md	Practitioner - Primary Care Provider (PCP)											
Socha Eric Md	Practitioner - Primary Care Provider (PCP)											
Rozario Marcel	Practitioner - Primary Care Provider (PCP)											
Abell Kim	Practitioner - Primary Care Provider (PCP)											
Slattery Maureen R Md	Practitioner - Primary Care Provider (PCP)											
Lawson Penelope L Md	Practitioner - Primary Care Provider (PCP)											
Morse Brittany Lee Md	Practitioner - Primary Care Provider (PCP)											
Coughlin Sharon T	Practitioner - Primary Care Provider (PCP)											
Dwyer-Matzky Keely	Practitioner - Primary Care Provider (PCP)											
Vragel Stacy Md	Practitioner - Primary Care Provider (PCP)											
Novak Sue-Ann Elizabeth Md	Practitioner - Primary Care Provider (PCP)											
Benedette P Minnella	Practitioner - Primary Care Provider (PCP)											
Charnetski Carl M	Practitioner - Primary Care Provider (PCP)											
Singh Bhupesh Md	Practitioner - Primary Care Provider (PCP)											
Nichols Tina	Practitioner - Primary Care Provider (PCP)											
Romeis Carla Ann Np	Practitioner - Primary Care Provider (PCP)											
Mujezinovic Selma	Practitioner - Primary Care Provider (PCP)											
Mcphee Catherine	Practitioner - Primary Care Provider (PCP)											
Ingram Ellen M	Practitioner - Primary Care Provider (PCP)											
Nadelen Iii Theodore	Practitioner - Primary Care Provider (PCP)											
Kindel Susan Elizabeth	Practitioner - Primary Care Provider (PCP)											
Gramling Robert Eugene	Practitioner - Primary Care Provider (PCP)											
Stelmach Evelyn I	Practitioner - Primary Care Provider (PCP)											
Bangal Anuj Md	Practitioner - Primary Care Provider (PCP)											
Devine Mathew	Practitioner - Primary Care Provider (PCP)											
Khan Aameera Ahmed	Practitioner - Primary Care Provider (PCP)											
Fortuna Robert	Practitioner - Primary Care Provider (PCP)											
Collins Gregory James Md	Practitioner - Primary Care Provider (PCP)											




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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Akila Nadanaguru	Practitioner - Primary Care Provider (PCP)											
Tamura Yoshiko	Practitioner - Primary Care Provider (PCP)											
Denney-Koelsch Erin M	Practitioner - Primary Care Provider (PCP)											
Ghosh Shantonu	Practitioner - Primary Care Provider (PCP)											
Lamparelli James Stephen	Practitioner - Primary Care Provider (PCP)											
Obrecht Michael Robert Md	Practitioner - Primary Care Provider (PCP)											
Hartman Scott G Md	Practitioner - Primary Care Provider (PCP)											
Kilbury Taylor Laurie L Do	Practitioner - Primary Care Provider (PCP)											
Cabral Paul Anthony Md	Practitioner - Primary Care Provider (PCP)											
Lanphere Heather Miller Md	Practitioner - Primary Care Provider (PCP)											
Pulcino Tiffany	Practitioner - Primary Care Provider (PCP)											
Furtuna Geria	Practitioner - Primary Care Provider (PCP)											
Ahmed Azfar	Practitioner - Primary Care Provider (PCP)											
Angerame Mary	Practitioner - Primary Care Provider (PCP)											
Galarneau Jason Md	Practitioner - Primary Care Provider (PCP)											
Stutzman Claire Phillips	Practitioner - Primary Care Provider (PCP)											
Pacos Jason David	Practitioner - Primary Care Provider (PCP)											
Westervelt Megan Md	Practitioner - Primary Care Provider (PCP)											
Ana Maria Stoica	Practitioner - Primary Care Provider (PCP)											
Orbaker Karen	Practitioner - Primary Care Provider (PCP)											
Bauer Myriam Farkouth Md	Practitioner - Primary Care Provider (PCP)											
Yosha Amanat Miglani	Practitioner - Primary Care Provider (PCP)											
Salman Nasir Abbasey	Practitioner - Primary Care Provider (PCP)											
Kathryn Violet Augustino	Practitioner - Primary Care Provider (PCP)											
Parker Richard Lee Md	Practitioner - Primary Care Provider (PCP)											
Shah Krupa Md	Practitioner - Primary Care Provider (PCP)											
Quinn Susan S	Practitioner - Primary Care Provider (PCP)											
Bollineni Sunitha Md	Practitioner - Primary Care Provider (PCP)											
Traylor Michael	Practitioner - Primary Care Provider (PCP)											
Yosha Assaf	Practitioner - Primary Care Provider (PCP)											
Logan Alexandra	Practitioner - Primary Care Provider (PCP)											



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Cleveland-Traylor Amelia Md	Practitioner - Primary Care Provider (PCP)												
Gellin Caren Elizabeth Md	Practitioner - Primary Care Provider (PCP)												
Almy Albert Tresa L	Practitioner - Primary Care Provider (PCP)												
Dipetta Lou Ann Np	Practitioner - Primary Care Provider (PCP)												
Gellasch Tara Louise	Practitioner - Primary Care Provider (PCP)												
Allison Nancy Marie Np	Practitioner - Primary Care Provider (PCP)												
Yoon Julie Esther	Practitioner - Primary Care Provider (PCP)												
Yonge Eileen M	Practitioner - Primary Care Provider (PCP)												
Debra Lyn Paxton	Practitioner - Primary Care Provider (PCP)												
Koenig Clint Jeremy	Practitioner - Primary Care Provider (PCP)												
Circe Michelle S	Practitioner - Primary Care Provider (PCP)												
Lavender Marc Sean	Practitioner - Primary Care Provider (PCP)												
Baxter Margaret White Md	Practitioner - Primary Care Provider (PCP)												
Mendoza Michael Dale	Practitioner - Primary Care Provider (PCP)												
Hedayati Soheila	Practitioner - Primary Care Provider (PCP)												
Reed Kellie Lipsey	Practitioner - Primary Care Provider (PCP)												
Hoilette Leesha Kerene Md	Practitioner - Primary Care Provider (PCP)												
Michael N Gurell	Practitioner - Primary Care Provider (PCP)												
Sherazi Saadia	Practitioner - Primary Care Provider (PCP)												
Brown Kelly Anne Md	Practitioner - Primary Care Provider (PCP)												
Stephanie L Ahmed Md	Practitioner - Primary Care Provider (PCP)												
Jean Charles Pierre	Practitioner - Primary Care Provider (PCP)												
Van Heukelum Bradley	Practitioner - Primary Care Provider (PCP)												
Cicilline Michelle	Practitioner - Primary Care Provider (PCP)												
Janmuhammad Shazia	Practitioner - Primary Care Provider (PCP)												
Malomo Olutoyin Modupe	Practitioner - Primary Care Provider (PCP)												
Debnath Subodh Kumar	Practitioner - Primary Care Provider (PCP)												
Mack Matthew Dale	Practitioner - Primary Care Provider (PCP)												
Porter Mary Barbara	Practitioner - Primary Care Provider (PCP)												
Rosen-Carole Casey	Practitioner - Primary Care Provider (PCP)												
Kraus Rachel	Practitioner - Primary Care Provider (PCP)												



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Strang Assunta R	Practitioner - Primary Care Provider (PCP)												
Mcfarland Joel Eric Md	Practitioner - Primary Care Provider (PCP)												
Zysman Cromwell Alicia	Practitioner - Primary Care Provider (PCP)												
Jennifer Coseo Md	Practitioner - Primary Care Provider (PCP)												
Weis Justin Matthew	Practitioner - Primary Care Provider (PCP)												
Radi Jennifer Lynne	Practitioner - Primary Care Provider (PCP)												
Gasparino Joseph Rudolph	Practitioner - Primary Care Provider (PCP)												
Kuchma Roksolana	Practitioner - Primary Care Provider (PCP)												
Barczys Colette Kiddie	Practitioner - Primary Care Provider (PCP)												
Speta Bradley Alan	Practitioner - Primary Care Provider (PCP)												
Gembusia Keith A	Practitioner - Primary Care Provider (PCP)												
Paz George J	Practitioner - Primary Care Provider (PCP)												
Ashley Timothy Andrews	Practitioner - Primary Care Provider (PCP)												
Canfield Marta	Practitioner - Primary Care Provider (PCP)												
Sharma Neelam	Practitioner - Primary Care Provider (PCP)												
Elwell Jason Scott Md	Practitioner - Primary Care Provider (PCP)												
Macklin Tiffany Joi	Practitioner - Primary Care Provider (PCP)												
Ma Marina Kwai Shan	Practitioner - Primary Care Provider (PCP)												
Hansen Melissa Louise	Practitioner - Primary Care Provider (PCP)												
Bui Anh	Practitioner - Primary Care Provider (PCP)												
Yoo Hyun Jin	Practitioner - Primary Care Provider (PCP)												
Tasaddaq Ayesha	Practitioner - Primary Care Provider (PCP)												
Collins-Mcgowan Sarah Kathleen	Practitioner - Primary Care Provider (PCP)												
Russell Holly	Practitioner - Primary Care Provider (PCP)												
Sillick Craig Daniel	Practitioner - Primary Care Provider (PCP)												
Akladious Ihab Akladious Milik Md	Practitioner - Primary Care Provider (PCP)												
Vogelsang Kimberly	Practitioner - Primary Care Provider (PCP)												
Tellier Melinda Darci	Practitioner - Primary Care Provider (PCP)												
Staicu Serban Anton	Practitioner - Primary Care Provider (PCP)												
Zang Michael Clark	Practitioner - Primary Care Provider (PCP)												
Kleinberg Jessica Ann	Practitioner - Primary Care Provider (PCP)												



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Asif Rehan Bin	Practitioner - Primary Care Provider (PCP)												
Dent Richard	Practitioner - Primary Care Provider (PCP)												
Saxena Parul	Practitioner - Primary Care Provider (PCP)												
Holub David Craig	Practitioner - Primary Care Provider (PCP)												
Decarolis Heather Marie	Practitioner - Primary Care Provider (PCP)												
Rinis Anastasia	Practitioner - Primary Care Provider (PCP)												
Gallagher Ashley	Practitioner - Primary Care Provider (PCP)												
Wittink Marsha	Practitioner - Primary Care Provider (PCP)												
Maygoe Richard Sheehan	Practitioner - Primary Care Provider (PCP)												
Kilmer Nicholas	Practitioner - Primary Care Provider (PCP)												
Molovic-Kokovic Ana	Practitioner - Primary Care Provider (PCP)												
Datta Shruti	Practitioner - Primary Care Provider (PCP)												
Vancura Maureen Kay	Practitioner - Primary Care Provider (PCP)												
Baker Mary	Practitioner - Primary Care Provider (PCP)												
Karam-Bayoumi Rania Ahmed	Practitioner - Primary Care Provider (PCP)												
Barr Sudipa Bhattacharya	Practitioner - Primary Care Provider (PCP)												
Shelly Robert	Practitioner - Primary Care Provider (PCP)												
William Christina Faig	Practitioner - Primary Care Provider (PCP)												
Mejak Cassondra Marie	Practitioner - Primary Care Provider (PCP)												
King Stella O	Practitioner - Primary Care Provider (PCP)												
Carroll li Thomas M	Practitioner - Primary Care Provider (PCP)												
Atalla Nashat	Practitioner - Primary Care Provider (PCP)												
Shade Christine Marie	Practitioner - Primary Care Provider (PCP)												
Rose Jennifer	Practitioner - Primary Care Provider (PCP)												
Wightman Christian	Practitioner - Primary Care Provider (PCP)												
Henderson Tracey Ann	Practitioner - Primary Care Provider (PCP)												
Slymon Michelle	Practitioner - Primary Care Provider (PCP)												
Ferrantino Andrea Noronha	Practitioner - Primary Care Provider (PCP)												
Alspector Debra Anne	Practitioner - Primary Care Provider (PCP)												
Benson Craig Carlyle	Practitioner - Primary Care Provider (PCP)												
Gill Anureet Kaur	Practitioner - Primary Care Provider (PCP)												



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Bolduc Sarah Jane	Practitioner - Primary Care Provider (PCP)												
Fernaays Matthew Michael	Practitioner - Primary Care Provider (PCP)												
Green Heather Lynn	Practitioner - Primary Care Provider (PCP)												
Fears Rebecca Olexa	Practitioner - Primary Care Provider (PCP)												
Wheeler Jennifer	Practitioner - Primary Care Provider (PCP)												
Taylor Marianne	Practitioner - Primary Care Provider (PCP)												
Kranz Pebble	Practitioner - Primary Care Provider (PCP)												
Hillard Mackenzi	Practitioner - Primary Care Provider (PCP)												
Bertoia Natalie	Practitioner - Primary Care Provider (PCP)												
Stahl Balaban Celeste	Practitioner - Primary Care Provider (PCP)												
Hameed Seema	Practitioner - Primary Care Provider (PCP)												
Reidy Jill Ann	Practitioner - Primary Care Provider (PCP)												
Deutchki Ian M	Practitioner - Primary Care Provider (PCP)												
Song Celeste Arlene	Practitioner - Primary Care Provider (PCP)												
Worthington Barbara L	Practitioner - Primary Care Provider (PCP)												
Thornton Kristen Leigh	Practitioner - Primary Care Provider (PCP)												
Hetrick Jennifer	Practitioner - Primary Care Provider (PCP)												
Sherman Andrew Christopher Lebaron	Practitioner - Primary Care Provider (PCP)												
Williams Lee Mary	Practitioner - Primary Care Provider (PCP)												
Lenhardt Mary Jane	Practitioner - Primary Care Provider (PCP)												
Mohammadian Shahab Md	Practitioner - Primary Care Provider (PCP)												
Petrescu Laura	Practitioner - Primary Care Provider (PCP)												
Andreitchouk Alexandre Y Md	Practitioner - Primary Care Provider (PCP)												
Mroz Melissa	Practitioner - Primary Care Provider (PCP)												
Mogili Sujatha	Practitioner - Primary Care Provider (PCP)												
Shin Jae Hyun Md	Practitioner - Primary Care Provider (PCP)												
Huynh Thucdoan	Practitioner - Primary Care Provider (PCP)												
Murphy Melanie B	Practitioner - Primary Care Provider (PCP)												
Sassone Jane F	Practitioner - Primary Care Provider (PCP)												
Biggs Hollis A	Practitioner - Primary Care Provider (PCP)												
Mclanahan Andrew Gregg	Practitioner - Primary Care Provider (PCP)												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Nelson Sasha Naariza	Practitioner - Primary Care Provider (PCP)												
Perkowski Kristy	Practitioner - Primary Care Provider (PCP)												
Vine Jamie Lynn	Practitioner - Primary Care Provider (PCP)												
Laing Audra Ann	Practitioner - Primary Care Provider (PCP)												
Jerome-Roberts Jennifer	Practitioner - Primary Care Provider (PCP)												
Cartwright Virginia F	Practitioner - Primary Care Provider (PCP)												
Nussbaum Yehuda L	Practitioner - Primary Care Provider (PCP)												
Rozak Brunson Valerie	Practitioner - Primary Care Provider (PCP)												
Mital Jennifer E Np	Practitioner - Primary Care Provider (PCP)												
Brandt Kristen Sonnevile	Practitioner - Primary Care Provider (PCP)												
Kottukapally Nobin Jos	Practitioner - Primary Care Provider (PCP)												
Banker Jericho Barcomb	Practitioner - Primary Care Provider (PCP)												
Huber Anne Louise	Practitioner - Primary Care Provider (PCP)												
Taggart Christophe	Practitioner - Primary Care Provider (PCP)												
Dearing F'Tyna M	Practitioner - Primary Care Provider (PCP)												
Wania Kathleen	Practitioner - Primary Care Provider (PCP)												
Corbett-Horrocks Anne	Practitioner - Primary Care Provider (PCP)												
Smith Tonya	Practitioner - Primary Care Provider (PCP)												
Jenkins Chrystal Dawn	Practitioner - Primary Care Provider (PCP)												
Osborn Elizabeth Ruth	Practitioner - Primary Care Provider (PCP)												
Enecilla Mignon Avendano	Practitioner - Primary Care Provider (PCP)												
Areeckal Susan Varghese	Practitioner - Primary Care Provider (PCP)												
Hom Stacy	Practitioner - Primary Care Provider (PCP)												
Monje Hope J	Practitioner - Primary Care Provider (PCP)												
Garcia-Ruderman Caterine Liset	Practitioner - Primary Care Provider (PCP)												
Noronha Gary J	Practitioner - Primary Care Provider (PCP)												
Guo Zhong	Practitioner - Primary Care Provider (PCP)												
Pirmohamed Sabera	Practitioner - Primary Care Provider (PCP)												
Tirabassi Caitlan Alison	Practitioner - Primary Care Provider (PCP)												
Frese Jennifer Marie	Practitioner - Primary Care Provider (PCP)												
Capellan Jahaira C	Practitioner - Primary Care Provider (PCP)												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Radunsky Galina Semenovna	Practitioner - Primary Care Provider (PCP)											
Wojtovich Rachael	Practitioner - Primary Care Provider (PCP)											
Downing Lisa Jean	Practitioner - Primary Care Provider (PCP)											
Leibovici Monica	Practitioner - Primary Care Provider (PCP)											
Ray Anita	Practitioner - Primary Care Provider (PCP)											
Razzouk Gaby	Practitioner - Primary Care Provider (PCP)											
Hopkins Tina	Practitioner - Primary Care Provider (PCP)											
Tibbens-Scalzo Jennifer Lynn	Practitioner - Primary Care Provider (PCP)											
Wolcott Katherine E	Practitioner - Primary Care Provider (PCP)											
Lineman Erin	Practitioner - Primary Care Provider (PCP)											
Privitera Danielle Harmon	Practitioner - Primary Care Provider (PCP)											
Frey Sean M Md	Practitioner - Primary Care Provider (PCP)											
Caballero Tania Maria	Practitioner - Primary Care Provider (PCP)											
Day Brian Dewayne	Practitioner - Primary Care Provider (PCP)											
Loomis Elizabeth Lynne	Practitioner - Primary Care Provider (PCP)											
Ong Raissa Madeleine Tong	Practitioner - Primary Care Provider (PCP)											
Jackson Briani Kiseana	Practitioner - Primary Care Provider (PCP)											
Rose Jennifer	Practitioner - Primary Care Provider (PCP)											
Al-Waili Noori Siraj Dawood	Practitioner - Primary Care Provider (PCP)											
Sussman Katie Goonan	Practitioner - Primary Care Provider (PCP)											
Turner Kincade	Practitioner - Primary Care Provider (PCP)											
Parks Lorinda Faye	Practitioner - Primary Care Provider (PCP)											
Wise Allyson Christine	Practitioner - Primary Care Provider (PCP)											
Freier Grace M	Practitioner - Primary Care Provider (PCP)											
Wilson Lekeyah Nicole	Practitioner - Primary Care Provider (PCP)											
Shives Eric Russell	Practitioner - Primary Care Provider (PCP)											
Fitzsimmons Coveney Beth	Practitioner - Primary Care Provider (PCP)											
Campbell Thomas	Practitioner - Primary Care Provider (PCP)											
Green Nancy Marie	Practitioner - Primary Care Provider (PCP)											
Charles Loretta Bernice	Practitioner - Primary Care Provider (PCP)											
Munoz Liz Pamela	Practitioner - Primary Care Provider (PCP)											



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Gonzalez Pedro Juan	Practitioner - Primary Care Provider (PCP)												
Freeman Amber L	Practitioner - Primary Care Provider (PCP)												
Ryan Elizabeth Bogel	Practitioner - Primary Care Provider (PCP)												
Mcintosh Kenya P	Practitioner - Primary Care Provider (PCP)												
St Clair Angela May	Practitioner - Primary Care Provider (PCP)												
Rice Linda Mary	Practitioner - Primary Care Provider (PCP)												
Pate Jessica	Practitioner - Primary Care Provider (PCP)												
Sharp Elisabete	Practitioner - Primary Care Provider (PCP)												
Williams Tennisha Ethel	Practitioner - Primary Care Provider (PCP)												
Petruso Anthony Paul	Practitioner - Primary Care Provider (PCP)												
Dennis Carly Gellen	Practitioner - Primary Care Provider (PCP)												
Perrin Melissa	Practitioner - Primary Care Provider (PCP)												
Khanna Neeru	Practitioner - Primary Care Provider (PCP)												
Reyes Raquel	Practitioner - Primary Care Provider (PCP)												
Imiolek Piotr Zbigniew	Practitioner - Primary Care Provider (PCP)												
Schulz Steven Andrew	Practitioner - Primary Care Provider (PCP)												
Moore Jillian	Practitioner - Primary Care Provider (PCP)												
Simoneaux Yukiko	Practitioner - Primary Care Provider (PCP)												
Patel Surag	Practitioner - Primary Care Provider (PCP)												
Quwatli Waleed	Practitioner - Primary Care Provider (PCP)												
Zimmerman Christina T	Practitioner - Primary Care Provider (PCP)												
Oconnor Brendan C	Practitioner - Primary Care Provider (PCP)												
Clark Katelynn A	Practitioner - Primary Care Provider (PCP)												
Polla Andrew	Practitioner - Primary Care Provider (PCP)												
Stanwood Nancy L Md	Practitioner - Primary Care Provider (PCP)												
Kaczorowski Jeffrey Mark	Practitioner - Primary Care Provider (PCP)												
Gonzalez Suarez Claudia M	Practitioner - Primary Care Provider (PCP)												
Mccarthy Bridget E Rpa	Practitioner - Primary Care Provider (PCP)												
Abtahian Farhad	Practitioner - Primary Care Provider (PCP)												
Inboriboon Pholaphat	Practitioner - Primary Care Provider (PCP)												
Smithson Bryce Corey	Practitioner - Primary Care Provider (PCP)												



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Thompson Carrillo Emily	Practitioner - Primary Care Provider (PCP)												
Son Brian	Practitioner - Primary Care Provider (PCP)												
Ahmed Sara	Practitioner - Primary Care Provider (PCP)												
Tapia Luis Md	Practitioner - Non-Primary Care Provider (PCP)												
De Mocker John C Md Pc	Practitioner - Non-Primary Care Provider (PCP)												
Rabinowitz Ronald Md	Practitioner - Non-Primary Care Provider (PCP)												
Dreyfuss Eric M Md	Practitioner - Non-Primary Care Provider (PCP)												
Thanik Jaimala Md	Practitioner - Non-Primary Care Provider (PCP)												
Boyette Thel G Jr Md	Practitioner - Non-Primary Care Provider (PCP)												
Hainen Ronald L Md	Practitioner - Non-Primary Care Provider (PCP)												
Oconnell Avice Md	Practitioner - Non-Primary Care Provider (PCP)												
Qadeer Sheikh A Md	Practitioner - Non-Primary Care Provider (PCP)												
Richeson John F Md	Practitioner - Non-Primary Care Provider (PCP)												
Betts Robert F Md	Practitioner - Non-Primary Care Provider (PCP)												
Cole Robert E Md	Practitioner - Non-Primary Care Provider (PCP)												
Chen Albert King-Cent	Practitioner - Non-Primary Care Provider (PCP)												
Mayewski Raymond John Md	Practitioner - Non-Primary Care Provider (PCP)												
Freeling Ronald Dpm	Practitioner - Non-Primary Care Provider (PCP)												
Robinson Earl Paul Jr Md	Practitioner - Non-Primary Care Provider (PCP)												
Chazan David Dpm	Practitioner - Non-Primary Care Provider (PCP)												
Ortiz Carlos Rafael	Practitioner - Non-Primary Care Provider (PCP)												
Rodenhouse Thomas G Md	Practitioner - Non-Primary Care Provider (PCP)												
Utell Mark J Md	Practitioner - Non-Primary Care Provider (PCP)												
Benazzi Robert B Md	Practitioner - Non-Primary Care Provider (PCP)												
Frampton Mark W Md	Practitioner - Non-Primary Care Provider (PCP)												
Rennert Eric Md	Practitioner - Non-Primary Care Provider (PCP)												
Yellin Joel A Md	Practitioner - Non-Primary Care Provider (PCP)												
Dushay Frederick Pc Md	Practitioner - Non-Primary Care Provider (PCP)												
Brigandi Angelo R Md	Practitioner - Non-Primary Care Provider (PCP)												
Finigan Michael Moran Md	Practitioner - Non-Primary Care Provider (PCP)												
Shah Ashok N Md	Practitioner - Non-Primary Care Provider (PCP)												



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Lewis Richard A Md	Practitioner - Non-Primary Care Provider (PCP)											
Poulter Colin A Md	Practitioner - Non-Primary Care Provider (PCP)											
Schubmehl James M D	Practitioner - Non-Primary Care Provider (PCP)											
Rapoport Ram Wesley Md	Practitioner - Non-Primary Care Provider (PCP)											
Dhingra Usha Md	Practitioner - Non-Primary Care Provider (PCP)											
Norante John D Md	Practitioner - Non-Primary Care Provider (PCP)											
Adeeb Nagui Emile Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Davidson Kenneth H Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Speisman Richard A Dds	Practitioner - Non-Primary Care Provider (PCP)											
Saunders Ralph H Jr Dds	Practitioner - Non-Primary Care Provider (PCP)											
Sharma Shashi Md	Practitioner - Non-Primary Care Provider (PCP)											
Rashid Husayn A Md	Practitioner - Non-Primary Care Provider (PCP)											
Silverberg Joseph D Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Asbury Robert F Md	Practitioner - Non-Primary Care Provider (PCP)											
Davis Robert Stanley Md	Practitioner - Non-Primary Care Provider (PCP)											
Easley Robert M Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Dale Robert Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Goldstein David J Md	Practitioner - Non-Primary Care Provider (PCP)											
Griggs Robert C Md	Practitioner - Non-Primary Care Provider (PCP)											
Richter Henry S Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Israel Robert Henry Md	Practitioner - Non-Primary Care Provider (PCP)											
Magnussen Carl R Md	Practitioner - Non-Primary Care Provider (PCP)											
Henion William Md	Practitioner - Non-Primary Care Provider (PCP)											
Sterns Richard H Md	Practitioner - Non-Primary Care Provider (PCP)											
Patil Kashinath B Md	Practitioner - Non-Primary Care Provider (PCP)											
Gwen K Sterns	Practitioner - Non-Primary Care Provider (PCP)											
Brenner Charles Mitchell Dmd	Practitioner - Non-Primary Care Provider (PCP)											
Levy David Dmd	Practitioner - Non-Primary Care Provider (PCP)											
Jones Albert P Md	Practitioner - Non-Primary Care Provider (PCP)											
Jain Vijay K Md	Practitioner - Non-Primary Care Provider (PCP)											
Huang Milch T C Md	Practitioner - Non-Primary Care Provider (PCP)											



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Hengerer Arthur S Md	Practitioner - Non-Primary Care Provider (PCP)											
Randhawa M Tariq	Practitioner - Non-Primary Care Provider (PCP)											
Rosenfeld Stephen I Md	Practitioner - Non-Primary Care Provider (PCP)											
Mc Inerny Thomas K Md	Practitioner - Non-Primary Care Provider (PCP)											
Doling M James Md	Practitioner - Non-Primary Care Provider (PCP)											
Ross Harold S Md	Practitioner - Non-Primary Care Provider (PCP)											
De Papp Zsolt G Md	Practitioner - Non-Primary Care Provider (PCP)											
Ejaife John A Md	Practitioner - Non-Primary Care Provider (PCP)											
Segal Arthur J Md	Practitioner - Non-Primary Care Provider (PCP)											
Zinkin Edward B Md	Practitioner - Non-Primary Care Provider (PCP)											
Shapiro Arnold L Md	Practitioner - Non-Primary Care Provider (PCP)											
Decastro Oscar A P	Practitioner - Non-Primary Care Provider (PCP)											
Presberg Saul L Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Maronian Hovaness Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Aquavella James V Md	Practitioner - Non-Primary Care Provider (PCP)											
Caine Eric D Md	Practitioner - Non-Primary Care Provider (PCP)											
Meyers Mary Lou Md	Practitioner - Non-Primary Care Provider (PCP)											
Swinburne Andrew J Md	Practitioner - Non-Primary Care Provider (PCP)											
Kavey Rae-Ellen W Md	Practitioner - Non-Primary Care Provider (PCP)											
Qazi Raman Md	Practitioner - Non-Primary Care Provider (PCP)											
Boynton James R Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Pollan Lee D Pc Dmd	Practitioner - Non-Primary Care Provider (PCP)											
Schenker Howard I Md	Practitioner - Non-Primary Care Provider (PCP)											
Ascioti Anthony Alfred Md	Practitioner - Non-Primary Care Provider (PCP)											
Honch Gerald Md	Practitioner - Non-Primary Care Provider (PCP)											
Wang David D Md	Practitioner - Non-Primary Care Provider (PCP)											
Eisinger Steven H Md	Practitioner - Non-Primary Care Provider (PCP)											
Cohen Jules Md	Practitioner - Non-Primary Care Provider (PCP)											
Falkoff Michael D Md	Practitioner - Non-Primary Care Provider (PCP)											
Burgener Francis A Md	Practitioner - Non-Primary Care Provider (PCP)											
Skucas Jovitas G Md	Practitioner - Non-Primary Care Provider (PCP)											



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Wandtke John C Md	Practitioner - Non-Primary Care Provider (PCP)											
Rominger John M Md	Practitioner - Non-Primary Care Provider (PCP)											
Ong Ling S Md	Practitioner - Non-Primary Care Provider (PCP)											
Brown Marilyn Renee Md	Practitioner - Non-Primary Care Provider (PCP)											
Sahler Olle Jane Z Md	Practitioner - Non-Primary Care Provider (PCP)											
Dass Tripta Md	Practitioner - Non-Primary Care Provider (PCP)											
Lawrence Ruth Anderson Md	Practitioner - Non-Primary Care Provider (PCP)											
Maniscalco William M Md	Practitioner - Non-Primary Care Provider (PCP)											
Segel George B Md	Practitioner - Non-Primary Care Provider (PCP)											
Russo Nicholas Carmine Md	Practitioner - Non-Primary Care Provider (PCP)											
Loeb Stuart L Md	Practitioner - Non-Primary Care Provider (PCP)											
Cave William T Md Jr	Practitioner - Non-Primary Care Provider (PCP)											
Ness Mary K Theobald Md	Practitioner - Non-Primary Care Provider (PCP)											
Quill Timothy E Md	Practitioner - Non-Primary Care Provider (PCP)											
Kreipe Richard Edmund Md	Practitioner - Non-Primary Care Provider (PCP)											
Vanderjagt Elise W Md	Practitioner - Non-Primary Care Provider (PCP)											
Lanigan Joseph J Md	Practitioner - Non-Primary Care Provider (PCP)											
Werner Murray J Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Wood James B Md	Practitioner - Non-Primary Care Provider (PCP)											
Holzwasser Gerald R Md	Practitioner - Non-Primary Care Provider (PCP)											
Peel Robert B Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Kallay Michael C Md	Practitioner - Non-Primary Care Provider (PCP)											
Lee Pei Fei Md	Practitioner - Non-Primary Care Provider (PCP)											
Miller Richard J Md	Practitioner - Non-Primary Care Provider (PCP)											
Veverbrants Egils Md	Practitioner - Non-Primary Care Provider (PCP)											
Hicks George L Md	Practitioner - Non-Primary Care Provider (PCP)											
Dunnigan Karin J Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcdaniel Susan Holmes Phd	Practitioner - Non-Primary Care Provider (PCP)											
Hantman Stuart Seth Md	Practitioner - Non-Primary Care Provider (PCP)											
Heinig Robert Eugene Md	Practitioner - Non-Primary Care Provider (PCP)											
Mazza Bruno R Md	Practitioner - Non-Primary Care Provider (PCP)											



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Freedman Zachary Roy Md	Practitioner - Non-Primary Care Provider (PCP)											
Tanner Edward Clein Md	Practitioner - Non-Primary Care Provider (PCP)											
Golden Reynold S Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Lerner Robert M Md	Practitioner - Non-Primary Care Provider (PCP)											
Kothari Kamal Md Llc Md	Practitioner - Non-Primary Care Provider (PCP)											
Sheth Naresh N Md	Practitioner - Non-Primary Care Provider (PCP)											
Chang Jin Yol Md	Practitioner - Non-Primary Care Provider (PCP)											
Tebor Gary B Md	Practitioner - Non-Primary Care Provider (PCP)											
Marquardt John D Md	Practitioner - Non-Primary Care Provider (PCP)											
Cohen Mark J Dds	Practitioner - Non-Primary Care Provider (PCP)											
Derosas Juan Facundo Md	Practitioner - Non-Primary Care Provider (PCP)											
Ryan Gerald F Md	Practitioner - Non-Primary Care Provider (PCP)											
Russo Robert A Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Bowditch Robert Md	Practitioner - Non-Primary Care Provider (PCP)											
Bishop William Clark Md	Practitioner - Non-Primary Care Provider (PCP)											
Gibson Mark Douglas Md	Practitioner - Non-Primary Care Provider (PCP)											
Porter John A Md	Practitioner - Non-Primary Care Provider (PCP)											
Caiola Daniel J Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Moxley Richard T Iii Md	Practitioner - Non-Primary Care Provider (PCP)											
Adragna Michael G Md	Practitioner - Non-Primary Care Provider (PCP)											
Ivanick Mark J Md	Practitioner - Non-Primary Care Provider (PCP)											
Kasulke Richard Francis Md	Practitioner - Non-Primary Care Provider (PCP)											
Ornt Daniel Burrows Md	Practitioner - Non-Primary Care Provider (PCP)											
Maxwell James Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Xenias Stephen John Md	Practitioner - Non-Primary Care Provider (PCP)											
Dynski Marguerite Ssj Md	Practitioner - Non-Primary Care Provider (PCP)											
Ching Steven S Md	Practitioner - Non-Primary Care Provider (PCP)											
Greenblatt Donald Warren Md	Practitioner - Non-Primary Care Provider (PCP)											
Baciewicz Gloria Jean Md	Practitioner - Non-Primary Care Provider (PCP)											
Napoleon Mary Sue Md	Practitioner - Non-Primary Care Provider (PCP)											
Rosenzweig Mark S Md	Practitioner - Non-Primary Care Provider (PCP)											



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Rao Raja V Md	Practitioner - Non-Primary Care Provider (PCP)											
Bernstein Allan D Md	Practitioner - Non-Primary Care Provider (PCP)											
Lambert Robert Kevin Md	Practitioner - Non-Primary Care Provider (PCP)											
Stern David H Md	Practitioner - Non-Primary Care Provider (PCP)											
Kingston William J Md	Practitioner - Non-Primary Care Provider (PCP)											
Rossi Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Hetland Ruth Ellen Md	Practitioner - Non-Primary Care Provider (PCP)											
Mathew Theckedath M Md	Practitioner - Non-Primary Care Provider (PCP)											
Dailey Brian Dennison Md	Practitioner - Non-Primary Care Provider (PCP)											
Walsh Edward E Md	Practitioner - Non-Primary Care Provider (PCP)											
Beresford Richard Md	Practitioner - Non-Primary Care Provider (PCP)											
Cherkis Richard Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Misiti Joseph M Md	Practitioner - Non-Primary Care Provider (PCP)											
Dutcher Paul O Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Vivenzio Rocco M Md	Practitioner - Non-Primary Care Provider (PCP)											
Seeger Gregory L Md	Practitioner - Non-Primary Care Provider (PCP)											
Agarwal Mridu Bala Md	Practitioner - Non-Primary Care Provider (PCP)											
Valvo John Russell Md	Practitioner - Non-Primary Care Provider (PCP)											
Zohrabian Raffi L Md	Practitioner - Non-Primary Care Provider (PCP)											
Hess Henry M Md	Practitioner - Non-Primary Care Provider (PCP)											
Iyer Radha Ramakrishna Md	Practitioner - Non-Primary Care Provider (PCP)											
Pasternack Joel S Md	Practitioner - Non-Primary Care Provider (PCP)											
Privitera Michael R Md	Practitioner - Non-Primary Care Provider (PCP)											
Treanor John Jay Md	Practitioner - Non-Primary Care Provider (PCP)											
Reino David L Md	Practitioner - Non-Primary Care Provider (PCP)											
Ekholm Sven E Md	Practitioner - Non-Primary Care Provider (PCP)											
Schiff Melissa J Md	Practitioner - Non-Primary Care Provider (PCP)											
Thompson Bruce Robert Md	Practitioner - Non-Primary Care Provider (PCP)											
Jennings Samuel Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Tasbas Muammer Md	Practitioner - Non-Primary Care Provider (PCP)											
Smith Brian Drew Md	Practitioner - Non-Primary Care Provider (PCP)											



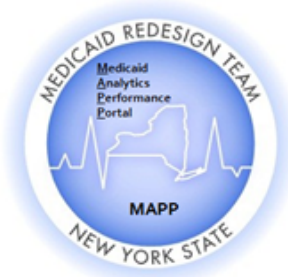
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Bottros Isis W Md	Practitioner - Non-Primary Care Provider (PCP)											
Oconnor Timothy P Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Shmigel Boris M Md	Practitioner - Non-Primary Care Provider (PCP)											
Lewish Gregory D Md	Practitioner - Non-Primary Care Provider (PCP)											
Lampell Marc Steven Md	Practitioner - Non-Primary Care Provider (PCP)											
Condry Patrick J Iii Md	Practitioner - Non-Primary Care Provider (PCP)											
Wormer Duncan D Md	Practitioner - Non-Primary Care Provider (PCP)											
Schneider Eugene John Md	Practitioner - Non-Primary Care Provider (PCP)											
King Deborah A Phd	Practitioner - Non-Primary Care Provider (PCP)											
Fitzpatrick Patricia G Md	Practitioner - Non-Primary Care Provider (PCP)											
Wahl Gary W Md	Practitioner - Non-Primary Care Provider (PCP)											
Svoboda Jerry Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Katz Paul Richard Md	Practitioner - Non-Primary Care Provider (PCP)											
Klionsky Nina B Md	Practitioner - Non-Primary Care Provider (PCP)											
Cohn Frederick S Md	Practitioner - Non-Primary Care Provider (PCP)											
Rubens Deborah Md	Practitioner - Non-Primary Care Provider (PCP)											
Foster Michael E Md	Practitioner - Non-Primary Care Provider (PCP)											
Haumesser John C Md	Practitioner - Non-Primary Care Provider (PCP)											
James Sakr Md	Practitioner - Non-Primary Care Provider (PCP)											
Walsh Robert John Md	Practitioner - Non-Primary Care Provider (PCP)											
Barletta Daniel P Dds	Practitioner - Non-Primary Care Provider (PCP)											
Bonnez William Md	Practitioner - Non-Primary Care Provider (PCP)											
Graman Paul S Md	Practitioner - Non-Primary Care Provider (PCP)											
Nanavati Dinesh Mukundrai Md	Practitioner - Non-Primary Care Provider (PCP)											
Rosier Randy Nathan Md	Practitioner - Non-Primary Care Provider (PCP)											
Ritchlin Christopher T Md	Practitioner - Non-Primary Care Provider (PCP)											
Scortichini Doria A Md	Practitioner - Non-Primary Care Provider (PCP)											
Prince Beverly C Md	Practitioner - Non-Primary Care Provider (PCP)											
Remec Peter Tomaz Md	Practitioner - Non-Primary Care Provider (PCP)											
Angel Cynthia Md	Practitioner - Non-Primary Care Provider (PCP)											
Seeger Richard James Md	Practitioner - Non-Primary Care Provider (PCP)											



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Conwell Yeates Md	Practitioner - Non-Primary Care Provider (PCP)											
Phatak Pradyumna D Md	Practitioner - Non-Primary Care Provider (PCP)											
Young Robert Britton Md	Practitioner - Non-Primary Care Provider (PCP)											
Leicht William David Dds	Practitioner - Non-Primary Care Provider (PCP)											
Looney Richard John Md	Practitioner - Non-Primary Care Provider (PCP)											
Kirshner Ronald L Md	Practitioner - Non-Primary Care Provider (PCP)											
Olsen Robert L Md	Practitioner - Non-Primary Care Provider (PCP)											
Dever David Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Mehta Jay Kumar Md	Practitioner - Non-Primary Care Provider (PCP)											
Barry Thomas B Md	Practitioner - Non-Primary Care Provider (PCP)											
Chisholm Joan Winsome Md	Practitioner - Non-Primary Care Provider (PCP)											
Manganaro Stephen Md	Practitioner - Non-Primary Care Provider (PCP)											
Hall Thomas K Md	Practitioner - Non-Primary Care Provider (PCP)											
Schwartz Ronald G Md	Practitioner - Non-Primary Care Provider (PCP)											
Sorrentino Sandy Pc Md Jr	Practitioner - Non-Primary Care Provider (PCP)											
Jozefowicz Ralph Francis Md	Practitioner - Non-Primary Care Provider (PCP)											
Poduri Kanakadurga R Md	Practitioner - Non-Primary Care Provider (PCP)											
Eckhert Sandra Jane Md	Practitioner - Non-Primary Care Provider (PCP)											
Hanau Stuart P Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Tanna Suresh J Md	Practitioner - Non-Primary Care Provider (PCP)											
Rodic Stanko Md	Practitioner - Non-Primary Care Provider (PCP)											
Gruber Alan H Md	Practitioner - Non-Primary Care Provider (PCP)											
Sementilli John Kevin Dds	Practitioner - Non-Primary Care Provider (PCP)											
Jones Jeffrey Allen Md	Practitioner - Non-Primary Care Provider (PCP)											
Welles Richard Voss Md	Practitioner - Non-Primary Care Provider (PCP)											
Woods James R Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Dubeshter Brent Md	Practitioner - Non-Primary Care Provider (PCP)											
Passamonte Paul M Md	Practitioner - Non-Primary Care Provider (PCP)											
Levy Paul Christopher Md	Practitioner - Non-Primary Care Provider (PCP)											
Stenclik Mark John Md	Practitioner - Non-Primary Care Provider (PCP)											
Barron Bruce Allan Md	Practitioner - Non-Primary Care Provider (PCP)											



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Asselin Dennis A Md	Practitioner - Non-Primary Care Provider (PCP)											
Rich Steven A Md	Practitioner - Non-Primary Care Provider (PCP)											
Pudusseri Mary Jose Md	Practitioner - Non-Primary Care Provider (PCP)											
Smith Julia L Md	Practitioner - Non-Primary Care Provider (PCP)											
Knight Peter A Md	Practitioner - Non-Primary Care Provider (PCP)											
Moss Anne Mildred Md	Practitioner - Non-Primary Care Provider (PCP)											
Vince Roger K Md	Practitioner - Non-Primary Care Provider (PCP)											
Dunn Michael Gerard Md	Practitioner - Non-Primary Care Provider (PCP)											
Freeman James Gordon	Practitioner - Non-Primary Care Provider (PCP)											
Lamberti Steven J Md	Practitioner - Non-Primary Care Provider (PCP)											
German George G Md	Practitioner - Non-Primary Care Provider (PCP)											
Laux Brian Md	Practitioner - Non-Primary Care Provider (PCP)											
Doyle Frances Md	Practitioner - Non-Primary Care Provider (PCP)											
Mayer Robert Dale Md	Practitioner - Non-Primary Care Provider (PCP)											
Watson William H Phd	Practitioner - Non-Primary Care Provider (PCP)											
Fultz Patrick James Md	Practitioner - Non-Primary Care Provider (PCP)											
Sabnis Lata U Md	Practitioner - Non-Primary Care Provider (PCP)											
Voter Karen Z Md	Practitioner - Non-Primary Care Provider (PCP)											
Garneau Diana Eos Md	Practitioner - Non-Primary Care Provider (PCP)											
Rosenberg Paul N Md	Practitioner - Non-Primary Care Provider (PCP)											
Cheeran David C Md	Practitioner - Non-Primary Care Provider (PCP)											
Barnett Ted D Md	Practitioner - Non-Primary Care Provider (PCP)											
Lamarque Ivan L Md	Practitioner - Non-Primary Care Provider (PCP)											
Woolsey Matthew Warren Dds	Practitioner - Non-Primary Care Provider (PCP)											
Adams Mark J Md	Practitioner - Non-Primary Care Provider (PCP)											
Alpert Gillis Linda Jayne	Practitioner - Non-Primary Care Provider (PCP)											
Wiener Roy Steven Md	Practitioner - Non-Primary Care Provider (PCP)											
Arreaza Eduardo Md	Practitioner - Non-Primary Care Provider (PCP)											
Mead Karen Md	Practitioner - Non-Primary Care Provider (PCP)											
Toner Kenneth V Md	Practitioner - Non-Primary Care Provider (PCP)											
Rauh Stephen M Md	Practitioner - Non-Primary Care Provider (PCP)											



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Erturk Erdal Md	Practitioner - Non-Primary Care Provider (PCP)											
Chang Vincent D Md	Practitioner - Non-Primary Care Provider (PCP)											
Pennino Ralph P Md	Practitioner - Non-Primary Care Provider (PCP)											
Dibenedetto Anthony Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Coughlin Kevin M Md	Practitioner - Non-Primary Care Provider (PCP)											
Schwarz Karl Q Md	Practitioner - Non-Primary Care Provider (PCP)											
Naassana Mohsen Raymond Md	Practitioner - Non-Primary Care Provider (PCP)											
Oxley David James Md	Practitioner - Non-Primary Care Provider (PCP)											
Papadakos Peter John Md	Practitioner - Non-Primary Care Provider (PCP)											
Williford Daniel James Md	Practitioner - Non-Primary Care Provider (PCP)											
Schwarz Heidi Beck Md	Practitioner - Non-Primary Care Provider (PCP)											
Helft Robert Alan Do	Practitioner - Non-Primary Care Provider (PCP)											
Simmons Warren Bradley Md	Practitioner - Non-Primary Care Provider (PCP)											
Lafleur Carolyn Md	Practitioner - Non-Primary Care Provider (PCP)											
Siebold Earlene Catherine Md	Practitioner - Non-Primary Care Provider (PCP)											
Giordano Michael L Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Vaughan Maurice John Md	Practitioner - Non-Primary Care Provider (PCP)											
Whelan Mervyn R Md	Practitioner - Non-Primary Care Provider (PCP)											
Shapiro Janine Ruth Md	Practitioner - Non-Primary Care Provider (PCP)											
Bauer Stephen Fredrick Md	Practitioner - Non-Primary Care Provider (PCP)											
Veenema Kenneth Roy Md	Practitioner - Non-Primary Care Provider (PCP)											
Silver Stephen M Md	Practitioner - Non-Primary Care Provider (PCP)											
Leibovici Adrian Md	Practitioner - Non-Primary Care Provider (PCP)											
Goodman Andrew D Md	Practitioner - Non-Primary Care Provider (PCP)											
Hulbert William Md	Practitioner - Non-Primary Care Provider (PCP)											
Kramer Zachary B Md	Practitioner - Non-Primary Care Provider (PCP)											
Delehanty Joseph Matthew Md	Practitioner - Non-Primary Care Provider (PCP)											
Cove Christopher Jack Md	Practitioner - Non-Primary Care Provider (PCP)											
Dahhan Ala Md	Practitioner - Non-Primary Care Provider (PCP)											
Bodary A Kirk Md	Practitioner - Non-Primary Care Provider (PCP)											
Pupparo Frank Md	Practitioner - Non-Primary Care Provider (PCP)											



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Ciszewski William A Md	Practitioner - Non-Primary Care Provider (PCP)											
Peacock James Lowery Md	Practitioner - Non-Primary Care Provider (PCP)											
Krusch David A Md	Practitioner - Non-Primary Care Provider (PCP)											
Colony Mary Deborah Md	Practitioner - Non-Primary Care Provider (PCP)											
Halpert David Howard Md	Practitioner - Non-Primary Care Provider (PCP)											
Angell Alan Howard Md	Practitioner - Non-Primary Care Provider (PCP)											
Shelly Mark Alan Md	Practitioner - Non-Primary Care Provider (PCP)											
Markson Jonathan Ellary Md	Practitioner - Non-Primary Care Provider (PCP)											
Potenza Vito John Md	Practitioner - Non-Primary Care Provider (PCP)											
Immerman Marc Md	Practitioner - Non-Primary Care Provider (PCP)											
Lenane Ann Marie Md	Practitioner - Non-Primary Care Provider (PCP)											
Davis M Colleen O'Neil	Practitioner - Non-Primary Care Provider (PCP)											
Bushinsky David A Md	Practitioner - Non-Primary Care Provider (PCP)											
Sheils Philip Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Roskin Joan Md	Practitioner - Non-Primary Care Provider (PCP)											
Rosner Daniel B Md	Practitioner - Non-Primary Care Provider (PCP)											
Ewing James Ralph Md	Practitioner - Non-Primary Care Provider (PCP)											
Dollinger Beth Miriam Md	Practitioner - Non-Primary Care Provider (PCP)											
Brown Marc D Md	Practitioner - Non-Primary Care Provider (PCP)											
Baum David E Md	Practitioner - Non-Primary Care Provider (PCP)											
Pearson Thomas Arthur Md	Practitioner - Non-Primary Care Provider (PCP)											
Thornton Charles Allen Md	Practitioner - Non-Primary Care Provider (PCP)											
Rouse Lucien M Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Owens Terrance A Md	Practitioner - Non-Primary Care Provider (PCP)											
Mustafa Syed Izhar Md	Practitioner - Non-Primary Care Provider (PCP)											
Ohm Mina Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Woodlock Timothy J Md	Practitioner - Non-Primary Care Provider (PCP)											
Sham Ronald Lewis Md	Practitioner - Non-Primary Care Provider (PCP)											
Deluccia William Arthur Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Geary Kevin J Md	Practitioner - Non-Primary Care Provider (PCP)											
Varon Maurice Edward Md	Practitioner - Non-Primary Care Provider (PCP)											



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Apostolakos Michael J Md	Practitioner - Non-Primary Care Provider (PCP)											
Avanzato Cheryl J Md	Practitioner - Non-Primary Care Provider (PCP)											
Fasanello Donna Md	Practitioner - Non-Primary Care Provider (PCP)											
Britton Daniel E Md	Practitioner - Non-Primary Care Provider (PCP)											
Elsen Stephanie M Md	Practitioner - Non-Primary Care Provider (PCP)											
Danahy Susan A Md	Practitioner - Non-Primary Care Provider (PCP)											
Pacos Andrew M Md	Practitioner - Non-Primary Care Provider (PCP)											
Samkoff Lawrence M Md	Practitioner - Non-Primary Care Provider (PCP)											
Battaglia Catherine F Md	Practitioner - Non-Primary Care Provider (PCP)											
Lyness Jeffrey M Md	Practitioner - Non-Primary Care Provider (PCP)											
Auerbach Karl Md	Practitioner - Non-Primary Care Provider (PCP)											
Gacoch Gerald Matthew Md	Practitioner - Non-Primary Care Provider (PCP)											
Macdonald Imelda C	Practitioner - Non-Primary Care Provider (PCP)											
Rizk Rida Y Md	Practitioner - Non-Primary Care Provider (PCP)											
Slobodzian John Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Tingley Donald H Md	Practitioner - Non-Primary Care Provider (PCP)											
Gaum Winston E Md	Practitioner - Non-Primary Care Provider (PCP)											
Rose Steven Jay Md	Practitioner - Non-Primary Care Provider (PCP)											
Lee David K Md	Practitioner - Non-Primary Care Provider (PCP)											
Giangreco Joseph F Do	Practitioner - Non-Primary Care Provider (PCP)											
Shrier David A Md	Practitioner - Non-Primary Care Provider (PCP)											
Francis Charles W Md	Practitioner - Non-Primary Care Provider (PCP)											
Liesveld Jane L Md	Practitioner - Non-Primary Care Provider (PCP)											
Stevens Timothy Patrick Md	Practitioner - Non-Primary Care Provider (PCP)											
Glantz John Christopher Md	Practitioner - Non-Primary Care Provider (PCP)											
Pilcher Webster H Md	Practitioner - Non-Primary Care Provider (PCP)											
Houghtalen Rory P Md	Practitioner - Non-Primary Care Provider (PCP)											
Chan Raymond Kin Keung Md	Practitioner - Non-Primary Care Provider (PCP)											
Reddy Prakash Patolla Md	Practitioner - Non-Primary Care Provider (PCP)											
Lewis Vivian Md	Practitioner - Non-Primary Care Provider (PCP)											
Caserta Mary Theresa Md	Practitioner - Non-Primary Care Provider (PCP)											



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Keefer Michael Clarence Md	Practitioner - Non-Primary Care Provider (PCP)											
Eichelberger James Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Kates Stephen Lloyd Md	Practitioner - Non-Primary Care Provider (PCP)											
Beckman Howard Bruce Md	Practitioner - Non-Primary Care Provider (PCP)											
Myers Gary Jay Md	Practitioner - Non-Primary Care Provider (PCP)											
Falsey Ann Regina Md	Practitioner - Non-Primary Care Provider (PCP)											
Wayman John Walter Md	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Alice B	Practitioner - Non-Primary Care Provider (PCP)											
Kolano Jeffrey W Md	Practitioner - Non-Primary Care Provider (PCP)											
Cafarell Robert F Md	Practitioner - Non-Primary Care Provider (PCP)											
Cavalieri Antoinette	Practitioner - Non-Primary Care Provider (PCP)											
Joshi Nandini P Md	Practitioner - Non-Primary Care Provider (PCP)											
Hessney Joanne I Md	Practitioner - Non-Primary Care Provider (PCP)											
Challapalli Roopa Md	Practitioner - Non-Primary Care Provider (PCP)											
Mariuz Peter R Md	Practitioner - Non-Primary Care Provider (PCP)											
Stuver Thomas Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Cavallaro Charles T Do	Practitioner - Non-Primary Care Provider (PCP)											
Atanas Meri Md	Practitioner - Non-Primary Care Provider (PCP)											
Pollard Robert Q Jr Phd	Practitioner - Non-Primary Care Provider (PCP)											
Boman Thomas E Md	Practitioner - Non-Primary Care Provider (PCP)											
Chiang Calvin Md	Practitioner - Non-Primary Care Provider (PCP)											
Dhakal Madhavendra Purush Md	Practitioner - Non-Primary Care Provider (PCP)											
Silberstein Howard J Md	Practitioner - Non-Primary Care Provider (PCP)											
Mersich Karl T Md	Practitioner - Non-Primary Care Provider (PCP)											
Midura Rajamani Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Plotnik Ronald D Md	Practitioner - Non-Primary Care Provider (PCP)											
Matos S Manuel M Md	Practitioner - Non-Primary Care Provider (PCP)											
Dawood Muhammad Md	Practitioner - Non-Primary Care Provider (PCP)											
Sponaule Dale W Md	Practitioner - Non-Primary Care Provider (PCP)											
Kieburz Karl D Md	Practitioner - Non-Primary Care Provider (PCP)											
Talbot Nancy Lynn	Practitioner - Non-Primary Care Provider (PCP)											



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Wojtczak Jacek A Md	Practitioner - Non-Primary Care Provider (PCP)											
Shayevitz Jay Robert Md	Practitioner - Non-Primary Care Provider (PCP)											
Howard Fred M Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Palacio Carlos D Md	Practitioner - Non-Primary Care Provider (PCP)											
Sullivan John Keane Md	Practitioner - Non-Primary Care Provider (PCP)											
Maliakkal Benedict J Md	Practitioner - Non-Primary Care Provider (PCP)											
Guillet Ronnie Md	Practitioner - Non-Primary Care Provider (PCP)											
Gonzalez Michael Angel	Practitioner - Non-Primary Care Provider (PCP)											
Wengender Henry James	Practitioner - Non-Primary Care Provider (PCP)											
Wright Margaret Ann	Practitioner - Non-Primary Care Provider (PCP)											
Wise Regina Resnick	Practitioner - Non-Primary Care Provider (PCP)											
Goldsmith Dennis	Practitioner - Non-Primary Care Provider (PCP)											
Gardner William J Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Young Iris H Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Coggiola Peter A	Practitioner - Non-Primary Care Provider (PCP)											
Tourtlot Ellen Jane Md	Practitioner - Non-Primary Care Provider (PCP)											
Orloff Mark Md	Practitioner - Non-Primary Care Provider (PCP)											
Hoffmeier Harold J Jr	Practitioner - Non-Primary Care Provider (PCP)											
Gelbard Harris A Md	Practitioner - Non-Primary Care Provider (PCP)											
Dziwis Paul S Md	Practitioner - Non-Primary Care Provider (PCP)											
Hartmann Diane M Md	Practitioner - Non-Primary Care Provider (PCP)											
Mathews Janet E	Practitioner - Non-Primary Care Provider (PCP)											
Mcgrath Michael Gerard Md	Practitioner - Non-Primary Care Provider (PCP)											
Moore Laura Ann	Practitioner - Non-Primary Care Provider (PCP)											
Luque Amneris E Md	Practitioner - Non-Primary Care Provider (PCP)											
Harris J Peter Md	Practitioner - Non-Primary Care Provider (PCP)											
Bushunow Peter W Md	Practitioner - Non-Primary Care Provider (PCP)											
Rubenstein Jeffrey S Md	Practitioner - Non-Primary Care Provider (PCP)											
Zibera Amy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Hayes Rosalind A Md	Practitioner - Non-Primary Care Provider (PCP)											
Dudek Gary Louis Md	Practitioner - Non-Primary Care Provider (PCP)											



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Arazoza Eduardo A Md	Practitioner - Non-Primary Care Provider (PCP)											
Maurer Paul K Md	Practitioner - Non-Primary Care Provider (PCP)											
Bronstein Robert D Md	Practitioner - Non-Primary Care Provider (PCP)											
Meyers Steven Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Shah Pankajjal S Md	Practitioner - Non-Primary Care Provider (PCP)											
Douenias Caren Cooper Md	Practitioner - Non-Primary Care Provider (PCP)											
Adams Faith Debra Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Chhibber Ashwani K Md	Practitioner - Non-Primary Care Provider (PCP)											
Glance Laurent G Md	Practitioner - Non-Primary Care Provider (PCP)											
Ward Denham S Md	Practitioner - Non-Primary Care Provider (PCP)											
Nichols John Edwin Md	Practitioner - Non-Primary Care Provider (PCP)											
Benesch Curtis G Md	Practitioner - Non-Primary Care Provider (PCP)											
Schwartz George J Md	Practitioner - Non-Primary Care Provider (PCP)											
Gage Lawrence E Md	Practitioner - Non-Primary Care Provider (PCP)											
Kuhfta Jeanne M Rn	Practitioner - Non-Primary Care Provider (PCP)											
Goldfarb Steven R Md	Practitioner - Non-Primary Care Provider (PCP)											
Boyd Allen Md	Practitioner - Non-Primary Care Provider (PCP)											
Varade William S Md	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Robert M Md	Practitioner - Non-Primary Care Provider (PCP)											
Majeed Mian A Med	Practitioner - Non-Primary Care Provider (PCP)											
Langfitt John T Phd	Practitioner - Non-Primary Care Provider (PCP)											
Asselin Barbara L Md	Practitioner - Non-Primary Care Provider (PCP)											
Koch John Henry	Practitioner - Non-Primary Care Provider (PCP)											
Kenney E Martin	Practitioner - Non-Primary Care Provider (PCP)											
Paige Gary Md	Practitioner - Non-Primary Care Provider (PCP)											
Powers Karen S Md	Practitioner - Non-Primary Care Provider (PCP)											
Korones David N Md	Practitioner - Non-Primary Care Provider (PCP)											
Jospe Nicholas Md	Practitioner - Non-Primary Care Provider (PCP)											
Ruiz Veronica Md	Practitioner - Non-Primary Care Provider (PCP)											
Kouides Peter A Md	Practitioner - Non-Primary Care Provider (PCP)											
Fong Chin-To Md	Practitioner - Non-Primary Care Provider (PCP)											



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Berg Michel J Md	Practitioner - Non-Primary Care Provider (PCP)											
Gigliotti Francis Md	Practitioner - Non-Primary Care Provider (PCP)											
D'Angio Carl T Md	Practitioner - Non-Primary Care Provider (PCP)											
Telehany Michael J Dds	Practitioner - Non-Primary Care Provider (PCP)											
Molinari Diane C Do	Practitioner - Non-Primary Care Provider (PCP)											
Klajbor Elaine Aers	Practitioner - Non-Primary Care Provider (PCP)											
Stuart Philip J Md	Practitioner - Non-Primary Care Provider (PCP)											
Marrocco Mary K Md	Practitioner - Non-Primary Care Provider (PCP)											
Monk Rebeca D Md	Practitioner - Non-Primary Care Provider (PCP)											
Curle Alan Eugene Md	Practitioner - Non-Primary Care Provider (PCP)											
Kaufman David C Md	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Eric R Md	Practitioner - Non-Primary Care Provider (PCP)											
Hicks Paul S Md	Practitioner - Non-Primary Care Provider (PCP)											
Davidoff Jack B Md	Practitioner - Non-Primary Care Provider (PCP)											
Wissler Richard N Md	Practitioner - Non-Primary Care Provider (PCP)											
Kawczynski Gary Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Holloway Robert G Md	Practitioner - Non-Primary Care Provider (PCP)											
Podolsky Scott J Md	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Joseph Andrew Md	Practitioner - Non-Primary Care Provider (PCP)											
Buzzard Carol J Md	Practitioner - Non-Primary Care Provider (PCP)											
Ling Frederick S Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcshane-Maier Margaret	Practitioner - Non-Primary Care Provider (PCP)											
Swantz Robert J Md	Practitioner - Non-Primary Care Provider (PCP)											
Varnis Charlene B Md	Practitioner - Non-Primary Care Provider (PCP)											
Shlasko Edward Md	Practitioner - Non-Primary Care Provider (PCP)											
Buchsbaum Gunhilde M Md	Practitioner - Non-Primary Care Provider (PCP)											
Park Steve Byongkoo Md	Practitioner - Non-Primary Care Provider (PCP)											
Rubery Paul T Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Nickels Jean L Md	Practitioner - Non-Primary Care Provider (PCP)											
Chrabaszcz James S	Practitioner - Non-Primary Care Provider (PCP)											
Chess Mitchell Md	Practitioner - Non-Primary Care Provider (PCP)											



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Lustik Stewart Jay Md	Practitioner - Non-Primary Care Provider (PCP)											
Nast Edward Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Schabel Scott L Md	Practitioner - Non-Primary Care Provider (PCP)											
Bernstein Steven H Md	Practitioner - Non-Primary Care Provider (PCP)											
Wittlin Steven D Md	Practitioner - Non-Primary Care Provider (PCP)											
Duffy Katherine Plough Md	Practitioner - Non-Primary Care Provider (PCP)											
Sullivan John S Md	Practitioner - Non-Primary Care Provider (PCP)											
Adler Thomas R Md	Practitioner - Non-Primary Care Provider (PCP)											
Barbano Richard L Md	Practitioner - Non-Primary Care Provider (PCP)											
Orlowski Craig C Md	Practitioner - Non-Primary Care Provider (PCP)											
Sahler Lawrence Gardner Md	Practitioner - Non-Primary Care Provider (PCP)											
Demarco Laura Phd	Practitioner - Non-Primary Care Provider (PCP)											
Nebbia Stephan P Md	Practitioner - Non-Primary Care Provider (PCP)											
Young Robert J Md	Practitioner - Non-Primary Care Provider (PCP)											
Urban Marguerite A Md	Practitioner - Non-Primary Care Provider (PCP)											
Odorisi Marc Louis Md	Practitioner - Non-Primary Care Provider (PCP)											
Landolf Michael J Md	Practitioner - Non-Primary Care Provider (PCP)											
Choudhry Wajid Md	Practitioner - Non-Primary Care Provider (PCP)											
Miller Chase H Md	Practitioner - Non-Primary Care Provider (PCP)											
Hyland Sharon A	Practitioner - Non-Primary Care Provider (PCP)											
Amin Nishith M Md	Practitioner - Non-Primary Care Provider (PCP)											
Rao Krishna Mohan D Md	Practitioner - Non-Primary Care Provider (PCP)											
Nwokonko Chiemeka J Md	Practitioner - Non-Primary Care Provider (PCP)											
Rizk Toufic Assaad Md	Practitioner - Non-Primary Care Provider (PCP)											
Feldman Doron Md	Practitioner - Non-Primary Care Provider (PCP)											
Arnold Georgianne L Md	Practitioner - Non-Primary Care Provider (PCP)											
Grella Rocco D Md	Practitioner - Non-Primary Care Provider (PCP)											
Seubert David E Md	Practitioner - Non-Primary Care Provider (PCP)											
Waldman David L Md	Practitioner - Non-Primary Care Provider (PCP)											
Chess Patricia R B Md	Practitioner - Non-Primary Care Provider (PCP)											
Ortega Tulio Roberto Md	Practitioner - Non-Primary Care Provider (PCP)											



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Fogarty Janine L Md	Practitioner - Non-Primary Care Provider (PCP)											
Lesser Harold D Md	Practitioner - Non-Primary Care Provider (PCP)											
Skovgaard Rebecca L	Practitioner - Non-Primary Care Provider (PCP)											
Hinkle Andrea S Md	Practitioner - Non-Primary Care Provider (PCP)											
Tinsley Paul Plez Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Pryhuber Gloria S Md	Practitioner - Non-Primary Care Provider (PCP)											
Tripp Robert John Md	Practitioner - Non-Primary Care Provider (PCP)											
Lednar Susan Reitz	Practitioner - Non-Primary Care Provider (PCP)											
Hoeger Kathleen M Md	Practitioner - Non-Primary Care Provider (PCP)											
Brooks Walter S Md	Practitioner - Non-Primary Care Provider (PCP)											
O'Keefe Regis Md	Practitioner - Non-Primary Care Provider (PCP)											
Sloan Pearce	Practitioner - Non-Primary Care Provider (PCP)											
Hickey Charlyne Ann	Practitioner - Non-Primary Care Provider (PCP)											
Dytoc Joseph N Md	Practitioner - Non-Primary Care Provider (PCP)											
Vanderbrook Kathleen M	Practitioner - Non-Primary Care Provider (PCP)											
Porhomayon Jahan Md	Practitioner - Non-Primary Care Provider (PCP)											
Marshall Frederick J Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcdonald Sandra Md	Practitioner - Non-Primary Care Provider (PCP)											
Rubert Andres I Jr	Practitioner - Non-Primary Care Provider (PCP)											
Modrak Joseph Edward Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Halpenny John Stirling	Practitioner - Non-Primary Care Provider (PCP)											
Chan Him-Wing Md	Practitioner - Non-Primary Care Provider (PCP)											
Jacobson Daniel R Md	Practitioner - Non-Primary Care Provider (PCP)											
Alfieris George M	Practitioner - Non-Primary Care Provider (PCP)											
Varallo Mark A Md	Practitioner - Non-Primary Care Provider (PCP)											
Vogt Alison Woodin	Practitioner - Non-Primary Care Provider (PCP)											
Dombrowski Jan Md	Practitioner - Non-Primary Care Provider (PCP)											
Dumyati Ghinwa K Md	Practitioner - Non-Primary Care Provider (PCP)											
Eaton Michael P Md	Practitioner - Non-Primary Care Provider (PCP)											
Bernstein Paul L Md	Practitioner - Non-Primary Care Provider (PCP)											
Brewer Eric Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											



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Bierdeman Brenda	Practitioner - Non-Primary Care Provider (PCP)											
Ritzel Gary A	Practitioner - Non-Primary Care Provider (PCP)											
Tawil Rabi Md	Practitioner - Non-Primary Care Provider (PCP)											
Kochersberger Gary Md	Practitioner - Non-Primary Care Provider (PCP)											
Messing Edward M Md	Practitioner - Non-Primary Care Provider (PCP)											
Pancio George li Md	Practitioner - Non-Primary Care Provider (PCP)											
Wong Susan T Md	Practitioner - Non-Primary Care Provider (PCP)											
Wang Henry Z Md	Practitioner - Non-Primary Care Provider (PCP)											
Thakur Rajbala Md	Practitioner - Non-Primary Care Provider (PCP)											
Riggs Patrick Nelson Md	Practitioner - Non-Primary Care Provider (PCP)											
Ely Garnetta M Md	Practitioner - Non-Primary Care Provider (PCP)											
Baumhauer Judith Ford Md	Practitioner - Non-Primary Care Provider (PCP)											
Challapalli Vishnu Prasad	Practitioner - Non-Primary Care Provider (PCP)											
Mancuso Mark John Md	Practitioner - Non-Primary Care Provider (PCP)											
Tacci James A Md	Practitioner - Non-Primary Care Provider (PCP)											
Weinberg Michael B Md	Practitioner - Non-Primary Care Provider (PCP)											
Lewis Janet Lisa	Practitioner - Non-Primary Care Provider (PCP)											
Ryan Robert Alan	Practitioner - Non-Primary Care Provider (PCP)											
Depaolis Michael Dean	Practitioner - Non-Primary Care Provider (PCP)											
Garg Vinod K Md	Practitioner - Non-Primary Care Provider (PCP)											
Stearns Cecilia A	Practitioner - Non-Primary Care Provider (PCP)											
Connolly Heidi V Md	Practitioner - Non-Primary Care Provider (PCP)											
Gulati Raj K Md	Practitioner - Non-Primary Care Provider (PCP)											
Daino Terrance M Md	Practitioner - Non-Primary Care Provider (PCP)											
Silver Harris Md	Practitioner - Non-Primary Care Provider (PCP)											
Weinberg Geoffrey Md	Practitioner - Non-Primary Care Provider (PCP)											
Wallace Joyce L	Practitioner - Non-Primary Care Provider (PCP)											
Richard Irene Hegeman Md	Practitioner - Non-Primary Care Provider (PCP)											
Gross Robert A Md	Practitioner - Non-Primary Care Provider (PCP)											
Decross Arthur Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Strang John G Md	Practitioner - Non-Primary Care Provider (PCP)											



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Goodfriend Andrew Neil Md	Practitioner - Non-Primary Care Provider (PCP)											
Fiorica Benjamin Peter Md	Practitioner - Non-Primary Care Provider (PCP)											
Vyverberg Lorraine	Practitioner - Non-Primary Care Provider (PCP)											
Nickels Mark William Md	Practitioner - Non-Primary Care Provider (PCP)											
Pettee Allen D Md	Practitioner - Non-Primary Care Provider (PCP)											
Kaplan Craig B Md	Practitioner - Non-Primary Care Provider (PCP)											
Mercurio Mary Gail Md	Practitioner - Non-Primary Care Provider (PCP)											
Olesko Barbara A	Practitioner - Non-Primary Care Provider (PCP)											
Quaidoo Emmanuel Adolphus Md	Practitioner - Non-Primary Care Provider (PCP)											
Turinsky George Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Hollenberg Gary Marshall Md	Practitioner - Non-Primary Care Provider (PCP)											
Klotz Michael James Md	Practitioner - Non-Primary Care Provider (PCP)											
Loveys Luke Stirling Md	Practitioner - Non-Primary Care Provider (PCP)											
Weinberg Eric Philip Md	Practitioner - Non-Primary Care Provider (PCP)											
Leone Anthony Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Duffy Charles J Md	Practitioner - Non-Primary Care Provider (PCP)											
Allen Egan Forrest Md	Practitioner - Non-Primary Care Provider (PCP)											
Trawick David Roy Md	Practitioner - Non-Primary Care Provider (PCP)											
Jakobi Antoinette Md	Practitioner - Non-Primary Care Provider (PCP)											
Crosby Mabel Theresa	Practitioner - Non-Primary Care Provider (PCP)											
Ludwig David Md	Practitioner - Non-Primary Care Provider (PCP)											
Mccrumb Fred Rodgers Md	Practitioner - Non-Primary Care Provider (PCP)											
Howard Christine A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Constine Louis Sanders Iii Md	Practitioner - Non-Primary Care Provider (PCP)											
Curran Thomas Patrick Md	Practitioner - Non-Primary Care Provider (PCP)											
Thompson-Scott Helene M Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Weisman Robert Lawrence Md	Practitioner - Non-Primary Care Provider (PCP)											
Orsini John Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Dombovy Mary Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Pullman Linda	Practitioner - Non-Primary Care Provider (PCP)											
Kjoller Jane Laura Md	Practitioner - Non-Primary Care Provider (PCP)											



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Lenhardt Terence Michael	Practitioner - Non-Primary Care Provider (PCP)											
Howell Eileen Margaret	Practitioner - Non-Primary Care Provider (PCP)											
Ward Kevin Michael	Practitioner - Non-Primary Care Provider (PCP)											
Swenson E James Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Beverly Patricia Jennie Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Skalyo Teresa Jane Dds	Practitioner - Non-Primary Care Provider (PCP)											
Jaranowski Karen Kathleen Md	Practitioner - Non-Primary Care Provider (PCP)											
Teibel Jeffrey L Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Weissman Jeffrey	Practitioner - Non-Primary Care Provider (PCP)											
Jones Douglas H Md	Practitioner - Non-Primary Care Provider (PCP)											
Shulman Brett Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Sbitany Sam A	Practitioner - Non-Primary Care Provider (PCP)											
Greene Richard	Practitioner - Non-Primary Care Provider (PCP)											
Wojciechowski Joseph M Md	Practitioner - Non-Primary Care Provider (PCP)											
Gentile David P	Practitioner - Non-Primary Care Provider (PCP)											
Holm Allison L	Practitioner - Non-Primary Care Provider (PCP)											
Erba Giuseppe	Practitioner - Non-Primary Care Provider (PCP)											
Papier Arthur Md	Practitioner - Non-Primary Care Provider (PCP)											
Wallace James M	Practitioner - Non-Primary Care Provider (PCP)											
Larson Pamela L Md	Practitioner - Non-Primary Care Provider (PCP)											
Peartree Paul K	Practitioner - Non-Primary Care Provider (PCP)											
Mudd Kevin Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Levine Mark S	Practitioner - Non-Primary Care Provider (PCP)											
Schieber Marc H Md	Practitioner - Non-Primary Care Provider (PCP)											
Vial Catalina Margarita Md	Practitioner - Non-Primary Care Provider (PCP)											
Burke Catherine A Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Pisharoty Anil	Practitioner - Non-Primary Care Provider (PCP)											
Watson Thomas Jack	Practitioner - Non-Primary Care Provider (PCP)											
Ecklund Margaret	Practitioner - Non-Primary Care Provider (PCP)											
Foster David Charles Md Mph	Practitioner - Non-Primary Care Provider (PCP)											
Casey Kevin John Md	Practitioner - Non-Primary Care Provider (PCP)											



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Landy Douglas Alan Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcdermott Sioban Pauline Md	Practitioner - Non-Primary Care Provider (PCP)											
Sayadoff-Flaherty Donna	Practitioner - Non-Primary Care Provider (PCP)											
Yanda Martha	Practitioner - Non-Primary Care Provider (PCP)											
Eck Anita	Practitioner - Non-Primary Care Provider (PCP)											
Alker John	Practitioner - Non-Primary Care Provider (PCP)											
Ren Clement Luming Md	Practitioner - Non-Primary Care Provider (PCP)											
Porsteinsson Anton Pjetur Md	Practitioner - Non-Primary Care Provider (PCP)											
Goldman Steven A Md	Practitioner - Non-Primary Care Provider (PCP)											
Eldaher Nayef Torki M Md	Practitioner - Non-Primary Care Provider (PCP)											
Lee Frances Eun-Hyung Md	Practitioner - Non-Primary Care Provider (PCP)											
Voci Susan Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
Zicari Cherie Leigh Rn	Practitioner - Non-Primary Care Provider (PCP)											
O'Malley William Edward Md	Practitioner - Non-Primary Care Provider (PCP)											
Nasra George Salim Md	Practitioner - Non-Primary Care Provider (PCP)											
Novozhenets Irina	Practitioner - Non-Primary Care Provider (PCP)											
Ettinghausen Stephen E Md	Practitioner - Non-Primary Care Provider (PCP)											
Soliman Adel Boushra Md	Practitioner - Non-Primary Care Provider (PCP)											
Fleischnick Ellen Ann Md	Practitioner - Non-Primary Care Provider (PCP)											
Pentland Alice P Md	Practitioner - Non-Primary Care Provider (PCP)											
Bazarian Jeffrey John Md	Practitioner - Non-Primary Care Provider (PCP)											
Brayer Anne Franklin Md	Practitioner - Non-Primary Care Provider (PCP)											
Davis Eric Alan Md	Practitioner - Non-Primary Care Provider (PCP)											
Edwardsen Elizabeth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Spillane Linda L Md	Practitioner - Non-Primary Care Provider (PCP)											
Kelley Grant Gordon Md	Practitioner - Non-Primary Care Provider (PCP)											
Labanowski Mary C	Practitioner - Non-Primary Care Provider (PCP)											
Laroya Nirupama Md	Practitioner - Non-Primary Care Provider (PCP)											
Bennett Robert Stephen Md	Practitioner - Non-Primary Care Provider (PCP)											
Hanuch Omar Elias Md	Practitioner - Non-Primary Care Provider (PCP)											
Mastrosimone Maria G Md	Practitioner - Non-Primary Care Provider (PCP)											



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Ormanoski Robert A Do	Practitioner - Non-Primary Care Provider (PCP)											
Rosica Lisa M Md	Practitioner - Non-Primary Care Provider (PCP)											
Cameron Sandra	Practitioner - Non-Primary Care Provider (PCP)											
Chen Yuhchyou Md	Practitioner - Non-Primary Care Provider (PCP)											
Brasacchio Ralph A Md	Practitioner - Non-Primary Care Provider (PCP)											
Yirinec Brian David Md	Practitioner - Non-Primary Care Provider (PCP)											
Illig Karl Armistead Md	Practitioner - Non-Primary Care Provider (PCP)											
O'Neill Mary Lou Md	Practitioner - Non-Primary Care Provider (PCP)											
Winnicki Michael S Md	Practitioner - Non-Primary Care Provider (PCP)											
Pegoli Walter Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Dawson Robin Hoe Md	Practitioner - Non-Primary Care Provider (PCP)											
Pulli Ronald Scott Md	Practitioner - Non-Primary Care Provider (PCP)											
Drinkwater Christopher Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Brand Matthew Raymond Md	Practitioner - Non-Primary Care Provider (PCP)											
Dotson Eric David Md	Practitioner - Non-Primary Care Provider (PCP)											
Hogan Laura Ann	Practitioner - Non-Primary Care Provider (PCP)											
Pennella-Vaughn Janet Anne	Practitioner - Non-Primary Care Provider (PCP)											
Heeb Gregory Todd Md	Practitioner - Non-Primary Care Provider (PCP)											
Fotiou Alexandra	Practitioner - Non-Primary Care Provider (PCP)											
Huiatt Kelly R Md	Practitioner - Non-Primary Care Provider (PCP)											
Klein Deborah Joan Md	Practitioner - Non-Primary Care Provider (PCP)											
Singh Amrit Paul Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Flemister Adolph Samuel Jr	Practitioner - Non-Primary Care Provider (PCP)											
Dean Kenneth Robert Md	Practitioner - Non-Primary Care Provider (PCP)											
Schoeniger Luke O Md	Practitioner - Non-Primary Care Provider (PCP)											
Pressman Eva K Md	Practitioner - Non-Primary Care Provider (PCP)											
Mandeville Shirley S	Practitioner - Non-Primary Care Provider (PCP)											
Bodine Theresa Ann Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Pietropaoli Anthony P Md	Practitioner - Non-Primary Care Provider (PCP)											
Vermilion Roger P Md	Practitioner - Non-Primary Care Provider (PCP)											
Reimers Faith Teresa	Practitioner - Non-Primary Care Provider (PCP)											



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Fattouch Hany Md	Practitioner - Non-Primary Care Provider (PCP)											
Das Vijay Sohan	Practitioner - Non-Primary Care Provider (PCP)											
Ranalli Lucille G	Practitioner - Non-Primary Care Provider (PCP)											
Arshad Shahana Shahid Md	Practitioner - Non-Primary Care Provider (PCP)											
Atallah-Yunes Nader H Md	Practitioner - Non-Primary Care Provider (PCP)											
Dooley Joseph W Md	Practitioner - Non-Primary Care Provider (PCP)											
Huang David Tsu-Chau Md	Practitioner - Non-Primary Care Provider (PCP)											
Wright Pamela Jurich Cnm	Practitioner - Non-Primary Care Provider (PCP)											
White Richard	Practitioner - Non-Primary Care Provider (PCP)											
Giambrone Robert M Md	Practitioner - Non-Primary Care Provider (PCP)											
Sandoz Andrea	Practitioner - Non-Primary Care Provider (PCP)											
Everett Geoffrey	Practitioner - Non-Primary Care Provider (PCP)											
Yeon Choon	Practitioner - Non-Primary Care Provider (PCP)											
Cunningham Michael A	Practitioner - Non-Primary Care Provider (PCP)											
Sahasrabudhe Deepak	Practitioner - Non-Primary Care Provider (PCP)											
Kaufman David	Practitioner - Non-Primary Care Provider (PCP)											
Boghani Ashish B Md	Practitioner - Non-Primary Care Provider (PCP)											
Sweeney Dawn M Md	Practitioner - Non-Primary Care Provider (PCP)											
Demino Tracey I	Practitioner - Non-Primary Care Provider (PCP)											
May Joel Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
Ullah Asad Md	Practitioner - Non-Primary Care Provider (PCP)											
Zand Martin Stuart Md	Practitioner - Non-Primary Care Provider (PCP)											
Kowalchuk Roman M Md	Practitioner - Non-Primary Care Provider (PCP)											
Maloney Michael D Md	Practitioner - Non-Primary Care Provider (PCP)											
Nobilski Mary S Md	Practitioner - Non-Primary Care Provider (PCP)											
Szalados James E Md	Practitioner - Non-Primary Care Provider (PCP)											
Hanes Elizabeth Sharon	Practitioner - Non-Primary Care Provider (PCP)											
Perillo Irene B Md	Practitioner - Non-Primary Care Provider (PCP)											
Eskridge Etta Mary Md	Practitioner - Non-Primary Care Provider (PCP)											
Reddy Sai S Md	Practitioner - Non-Primary Care Provider (PCP)											
Macintyre Mary Robin	Practitioner - Non-Primary Care Provider (PCP)											



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Parker Kathleen Rose	Practitioner - Non-Primary Care Provider (PCP)											
Speech David P Mc	Practitioner - Non-Primary Care Provider (PCP)											
Chow Ming-Yan Md	Practitioner - Non-Primary Care Provider (PCP)											
Logigian Eric L Md	Practitioner - Non-Primary Care Provider (PCP)											
Vasile Joseph S Md	Practitioner - Non-Primary Care Provider (PCP)											
Ring Douglas Andrew Dpm	Practitioner - Non-Primary Care Provider (PCP)											
Munsiff Amar V Md	Practitioner - Non-Primary Care Provider (PCP)											
Lee David Edward Md	Practitioner - Non-Primary Care Provider (PCP)											
O'Gara Kevin George Md	Practitioner - Non-Primary Care Provider (PCP)											
Jones Luann Teschmacher Md	Practitioner - Non-Primary Care Provider (PCP)											
Block Peter Howard	Practitioner - Non-Primary Care Provider (PCP)											
Tirone Michael Anthony Pt	Practitioner - Non-Primary Care Provider (PCP)											
Mallouk Abdel Od	Practitioner - Non-Primary Care Provider (PCP)											
Mick Robert Lee	Practitioner - Non-Primary Care Provider (PCP)											
Young Faith Marie Md	Practitioner - Non-Primary Care Provider (PCP)											
Gupta Atul Kumar Md	Practitioner - Non-Primary Care Provider (PCP)											
Bailey Peter Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
Digiovanni Benedict F Md	Practitioner - Non-Primary Care Provider (PCP)											
Mitten David J Md	Practitioner - Non-Primary Care Provider (PCP)											
Leonard Michael Scott Md	Practitioner - Non-Primary Care Provider (PCP)											
Kreisman Angela M Md	Practitioner - Non-Primary Care Provider (PCP)											
Chen Leway Md	Practitioner - Non-Primary Care Provider (PCP)											
Mevorach Robert A Md	Practitioner - Non-Primary Care Provider (PCP)											
Seetharaman Mysore L Md	Practitioner - Non-Primary Care Provider (PCP)											
Shapiro Joel	Practitioner - Non-Primary Care Provider (PCP)											
Everett Clifford R Md	Practitioner - Non-Primary Care Provider (PCP)											
Tolomeo Eugene A Md	Practitioner - Non-Primary Care Provider (PCP)											
Bennett Jane	Practitioner - Non-Primary Care Provider (PCP)											
Lafferty Leigh Griffiths	Practitioner - Non-Primary Care Provider (PCP)											
Goldenberg Beth	Practitioner - Non-Primary Care Provider (PCP)											
Goodman Rebecca Ann	Practitioner - Non-Primary Care Provider (PCP)											



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Ridsdale Kim M	Practitioner - Non-Primary Care Provider (PCP)											
Landstrom Linda L	Practitioner - Non-Primary Care Provider (PCP)											
Allen Mary Patricia	Practitioner - Non-Primary Care Provider (PCP)											
Pettit Wendy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Terp David A Pa	Practitioner - Non-Primary Care Provider (PCP)											
Dinnan Mary A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Sutton James Benjamin Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Barone Rochelle Pa	Practitioner - Non-Primary Care Provider (PCP)											
Pacino James R Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Rosario Luis Abdiel	Practitioner - Non-Primary Care Provider (PCP)											
Pynn Stacey Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Zollo Raymond Anthony Md	Practitioner - Non-Primary Care Provider (PCP)											
Risolo John Philip Md	Practitioner - Non-Primary Care Provider (PCP)											
Barnett Steven	Practitioner - Non-Primary Care Provider (PCP)											
Bailey Kathryn Md	Practitioner - Non-Primary Care Provider (PCP)											
Burtner Caroline	Practitioner - Non-Primary Care Provider (PCP)											
Brenner Joan S	Practitioner - Non-Primary Care Provider (PCP)											
Wellington Melanie Ann Md	Practitioner - Non-Primary Care Provider (PCP)											
Nasso Jacqueline Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Gallery Kathleen Susan Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Demme Richard Anthony Md	Practitioner - Non-Primary Care Provider (PCP)											
Chai Sungji Md	Practitioner - Non-Primary Care Provider (PCP)											
Reddy Sireesha	Practitioner - Non-Primary Care Provider (PCP)											
Kotyra Lisa Guile	Practitioner - Non-Primary Care Provider (PCP)											
Joseph Jean Volny Md	Practitioner - Non-Primary Care Provider (PCP)											
Vaules Megan B	Practitioner - Non-Primary Care Provider (PCP)											
Chengazi Vaseem U Md	Practitioner - Non-Primary Care Provider (PCP)											
Monu Johnny U V Md	Practitioner - Non-Primary Care Provider (PCP)											
Hay Christine M Md	Practitioner - Non-Primary Care Provider (PCP)											
Zeidman Seth Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Namassivaya Nithyanandini Md	Practitioner - Non-Primary Care Provider (PCP)											



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Smith Debra Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Russ Shannan Renee	Practitioner - Non-Primary Care Provider (PCP)											
Hunt Kathleen Machuga	Practitioner - Non-Primary Care Provider (PCP)											
Rhodes Jeffrey Mitchell Md	Practitioner - Non-Primary Care Provider (PCP)											
Lemley Elaine M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Kamalsky Joan M Md	Practitioner - Non-Primary Care Provider (PCP)											
Poleshuck Ellen Lee Phd	Practitioner - Non-Primary Care Provider (PCP)											
Peckham Kimberly R	Practitioner - Non-Primary Care Provider (PCP)											
Chaudron Linda Harriet Md	Practitioner - Non-Primary Care Provider (PCP)											
Digiovanni Sue Kim Md	Practitioner - Non-Primary Care Provider (PCP)											
Herrmann David Nissen Md	Practitioner - Non-Primary Care Provider (PCP)											
Ling Marilyn N Md	Practitioner - Non-Primary Care Provider (PCP)											
Schapiro Fannie R Md	Practitioner - Non-Primary Care Provider (PCP)											
Oh Miyeon Md	Practitioner - Non-Primary Care Provider (PCP)											
Visconte-Larosa Sandra A Pa	Practitioner - Non-Primary Care Provider (PCP)											
Lester Joyce H	Practitioner - Non-Primary Care Provider (PCP)											
Currier Glenn W Md	Practitioner - Non-Primary Care Provider (PCP)											
Iffthikharuddin Jainulabdeen M	Practitioner - Non-Primary Care Provider (PCP)											
Bingham Robert Md	Practitioner - Non-Primary Care Provider (PCP)											
Westesson Per-Lennart Md	Practitioner - Non-Primary Care Provider (PCP)											
Bianchi Marie Anne	Practitioner - Non-Primary Care Provider (PCP)											
Stout Kelley Maureen	Practitioner - Non-Primary Care Provider (PCP)											
Chhangani Sangeev V Md	Practitioner - Non-Primary Care Provider (PCP)											
Fleming Jennifer Barie Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Samuels Jennifer Mead	Practitioner - Non-Primary Care Provider (PCP)											
Broder Jonathan Md	Practitioner - Non-Primary Care Provider (PCP)											
Phillips Celeste Maria	Practitioner - Non-Primary Care Provider (PCP)											
Elmore Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Ormanoski Margaret H Md	Practitioner - Non-Primary Care Provider (PCP)											
Mishra Jagdish Prasad Md	Practitioner - Non-Primary Care Provider (PCP)											
Dombroski David A Md	Practitioner - Non-Primary Care Provider (PCP)											



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Grieff Marvin Md	Practitioner - Non-Primary Care Provider (PCP)											
Hamer Mark Evan Md	Practitioner - Non-Primary Care Provider (PCP)											
Meagher Cecilia C Md	Practitioner - Non-Primary Care Provider (PCP)											
Schifitto Giovanni Md	Practitioner - Non-Primary Care Provider (PCP)											
Iannoli Pasquale Md	Practitioner - Non-Primary Care Provider (PCP)											
O'Connor Alec Brian Md	Practitioner - Non-Primary Care Provider (PCP)											
Frazo Jessica Reiser	Practitioner - Non-Primary Care Provider (PCP)											
Basler Stephen Carl	Practitioner - Non-Primary Care Provider (PCP)											
Tan Raymond K Md	Practitioner - Non-Primary Care Provider (PCP)											
Coy Carol Ann	Practitioner - Non-Primary Care Provider (PCP)											
Fox George Bernard	Practitioner - Non-Primary Care Provider (PCP)											
Hill Kristine Anne	Practitioner - Non-Primary Care Provider (PCP)											
Glann Shirley Jane	Practitioner - Non-Primary Care Provider (PCP)											
Chin Michelle Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
Liebman Scott Eric Md	Practitioner - Non-Primary Care Provider (PCP)											
Steuerwald Lori J Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gorczyca John T Md	Practitioner - Non-Primary Care Provider (PCP)											
Doerr Timothy David Md	Practitioner - Non-Primary Care Provider (PCP)											
Newcomb Patricia Marie Md	Practitioner - Non-Primary Care Provider (PCP)											
Heinsler Christa Mary	Practitioner - Non-Primary Care Provider (PCP)											
Orloff Deborah Np	Practitioner - Non-Primary Care Provider (PCP)											
Sullivan Pamela C Md	Practitioner - Non-Primary Care Provider (PCP)											
Diachun Carol Ann Md	Practitioner - Non-Primary Care Provider (PCP)											
Ciafaloni Emma Md	Practitioner - Non-Primary Care Provider (PCP)											
Biglan Kevin Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Doyle Jacquelyn Gail	Practitioner - Non-Primary Care Provider (PCP)											
Macrae Scott Murdock Md	Practitioner - Non-Primary Care Provider (PCP)											
Boghani Shobha Ashish Md	Practitioner - Non-Primary Care Provider (PCP)											
Patel Rajeev K Md	Practitioner - Non-Primary Care Provider (PCP)											
Ozcan Tulin Md	Practitioner - Non-Primary Care Provider (PCP)											
Ashbarry Kristin	Practitioner - Non-Primary Care Provider (PCP)											



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Massey Howard Todd Md	Practitioner - Non-Primary Care Provider (PCP)											
Ifthikharuddin Sarah Md	Practitioner - Non-Primary Care Provider (PCP)											
Cheng Julius David Md	Practitioner - Non-Primary Care Provider (PCP)											
Miga Daniel E Md	Practitioner - Non-Primary Care Provider (PCP)											
Finkelstein Steven M Md	Practitioner - Non-Primary Care Provider (PCP)											
Christenson Randal L Md	Practitioner - Non-Primary Care Provider (PCP)											
Coffey Kevin A Coffey Lcsw	Practitioner - Non-Primary Care Provider (PCP)											
Queenan John Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Salloum Rabih Mahmoud Md	Practitioner - Non-Primary Care Provider (PCP)											
Teegarden Susann M	Practitioner - Non-Primary Care Provider (PCP)											
Woeller Nancy Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hughes Ila Grace Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Spencer Matthew T Md	Practitioner - Non-Primary Care Provider (PCP)											
O'Hanlan Katherine P Md	Practitioner - Non-Primary Care Provider (PCP)											
Wolfe Steven Marc Md	Practitioner - Non-Primary Care Provider (PCP)											
Heavey Elizabeth J Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Zhavoronkova Margarita Md	Practitioner - Non-Primary Care Provider (PCP)											
Friedman Susan Marie Md	Practitioner - Non-Primary Care Provider (PCP)											
Caparulo Sandra Jean	Practitioner - Non-Primary Care Provider (PCP)											
Lapierre Margaret Leduc Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Williams Cheryl Ann Md	Practitioner - Non-Primary Care Provider (PCP)											
Lande Marc B Md	Practitioner - Non-Primary Care Provider (PCP)											
Smolyak Regina M Md	Practitioner - Non-Primary Care Provider (PCP)											
Wyman Peter Allen Phd	Practitioner - Non-Primary Care Provider (PCP)											
Kamali Michael Farhad	Practitioner - Non-Primary Care Provider (PCP)											
Bankey Paul Edward Md	Practitioner - Non-Primary Care Provider (PCP)											
Curtin William Md	Practitioner - Non-Primary Care Provider (PCP)											
Kolodny Leonard B Md	Practitioner - Non-Primary Care Provider (PCP)											
Marasco Margaret Ellen	Practitioner - Non-Primary Care Provider (PCP)											
Hodgins-Levey Krista Margaret	Practitioner - Non-Primary Care Provider (PCP)											
Diaz Angel Alberto Md	Practitioner - Non-Primary Care Provider (PCP)											



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Edwards Richard	Practitioner - Non-Primary Care Provider (PCP)											
Rosero Spencer Zachary	Practitioner - Non-Primary Care Provider (PCP)											
Liu Lynn Cecilia Md	Practitioner - Non-Primary Care Provider (PCP)											
Chesire Amy Marie Csw	Practitioner - Non-Primary Care Provider (PCP)											
Narins Craig Richard Md	Practitioner - Non-Primary Care Provider (PCP)											
Bobrow Michael B Md	Practitioner - Non-Primary Care Provider (PCP)											
Mattoon Carrie Loreine	Practitioner - Non-Primary Care Provider (PCP)											
Michael Lori A Md	Practitioner - Non-Primary Care Provider (PCP)											
Jacobson Seth Md	Practitioner - Non-Primary Care Provider (PCP)											
Pangilinan Audwin J Md	Practitioner - Non-Primary Care Provider (PCP)											
Nagpaul Arun K Md	Practitioner - Non-Primary Care Provider (PCP)											
Shah Syed Asif Ali Md	Practitioner - Non-Primary Care Provider (PCP)											
Mieszczanska Hanna	Practitioner - Non-Primary Care Provider (PCP)											
Ismail Muhammad Saleem Md	Practitioner - Non-Primary Care Provider (PCP)											
Gadbois Marcia Piepont	Practitioner - Non-Primary Care Provider (PCP)											
Smith Sherrie L Csw	Practitioner - Non-Primary Care Provider (PCP)											
Massaro Frank Dominic Dds	Practitioner - Non-Primary Care Provider (PCP)											
Schriefer John H Md	Practitioner - Non-Primary Care Provider (PCP)											
Hamdan Ali Atef Md	Practitioner - Non-Primary Care Provider (PCP)											
Psaila Susan Haller Md	Practitioner - Non-Primary Care Provider (PCP)											
Slimmer Lisa M Md	Practitioner - Non-Primary Care Provider (PCP)											
Shah Manish N Md	Practitioner - Non-Primary Care Provider (PCP)											
Bowerman Douglas Md	Practitioner - Non-Primary Care Provider (PCP)											
Bonham Adrienne Deyo Md	Practitioner - Non-Primary Care Provider (PCP)											
Solky Alexander Jacob Md	Practitioner - Non-Primary Care Provider (PCP)											
Kosko Debra Dianne	Practitioner - Non-Primary Care Provider (PCP)											
Bartle Ellen Marie	Practitioner - Non-Primary Care Provider (PCP)											
Gestring Mark L Md	Practitioner - Non-Primary Care Provider (PCP)											
Bisognano John D Md	Practitioner - Non-Primary Care Provider (PCP)											
Svengsouk Jefferson S Md	Practitioner - Non-Primary Care Provider (PCP)											
Feldon Steven E Md	Practitioner - Non-Primary Care Provider (PCP)											



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Hausman Kathleen Louise Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Ebling Nancy C Do	Practitioner - Non-Primary Care Provider (PCP)											
Katz Alan W Md	Practitioner - Non-Primary Care Provider (PCP)											
Gelbard Wendy B Md	Practitioner - Non-Primary Care Provider (PCP)											
Petronaci Carol L Md	Practitioner - Non-Primary Care Provider (PCP)											
Chaudhary Imran N Md	Practitioner - Non-Primary Care Provider (PCP)											
Markel Jennifer Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Myers Leslie E Do	Practitioner - Non-Primary Care Provider (PCP)											
Edwards Frank J Md	Practitioner - Non-Primary Care Provider (PCP)											
Chalanick Karen Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Tuttle Jane Isabel Np	Practitioner - Non-Primary Care Provider (PCP)											
Mcmullen Marilyn Tichy	Practitioner - Non-Primary Care Provider (PCP)											
Sciera Melinda Sue	Practitioner - Non-Primary Care Provider (PCP)											
Patanella Lorna Edith	Practitioner - Non-Primary Care Provider (PCP)											
Opladen Janice Marie	Practitioner - Non-Primary Care Provider (PCP)											
Fries Gina Beth Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Pulhamus Marsha Still	Practitioner - Non-Primary Care Provider (PCP)											
Philipson Elaine G	Practitioner - Non-Primary Care Provider (PCP)											
Cole Lynn Lilly	Practitioner - Non-Primary Care Provider (PCP)											
Oliver Catherine Vignet Rn	Practitioner - Non-Primary Care Provider (PCP)											
Little Virginia Ruth	Practitioner - Non-Primary Care Provider (PCP)											
Herendeen Pamela Ann	Practitioner - Non-Primary Care Provider (PCP)											
Hondorf Carol L	Practitioner - Non-Primary Care Provider (PCP)											
Bezek Susan K	Practitioner - Non-Primary Care Provider (PCP)											
Cabak-Borovcanin Zana Md	Practitioner - Non-Primary Care Provider (PCP)											
Kline Cheryl Davis	Practitioner - Non-Primary Care Provider (PCP)											
Kent Margaret Helen	Practitioner - Non-Primary Care Provider (PCP)											
Corbett-Dick Patricia Anne	Practitioner - Non-Primary Care Provider (PCP)											
Seaman Brenda Ann	Practitioner - Non-Primary Care Provider (PCP)											
Nemechek Perry Santos	Practitioner - Non-Primary Care Provider (PCP)											
Swantz Anne Cameron	Practitioner - Non-Primary Care Provider (PCP)											



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Farid Asim Md	Practitioner - Non-Primary Care Provider (PCP)											
Pendyala Prashant Md	Practitioner - Non-Primary Care Provider (PCP)											
Ali Syed Md	Practitioner - Non-Primary Care Provider (PCP)											
Kallio Amy B Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Burgess Laura Jeanne Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Boersma Jessica L Rpa-C	Practitioner - Non-Primary Care Provider (PCP)											
Mayo Robert R Md	Practitioner - Non-Primary Care Provider (PCP)											
Gassler John Peter Md	Practitioner - Non-Primary Care Provider (PCP)											
Forbes Lael E Md	Practitioner - Non-Primary Care Provider (PCP)											
Wohlgemuth Ingrid Md	Practitioner - Non-Primary Care Provider (PCP)											
Malanoski Gregory John Md	Practitioner - Non-Primary Care Provider (PCP)											
Gallaher Karen Marie	Practitioner - Non-Primary Care Provider (PCP)											
Geen Sheila Anne Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Calnan Kathleen M	Practitioner - Non-Primary Care Provider (PCP)											
Puri Savita Md	Practitioner - Non-Primary Care Provider (PCP)											
Toy Eugene Patrick Md	Practitioner - Non-Primary Care Provider (PCP)											
Sime Patricia Janet Md	Practitioner - Non-Primary Care Provider (PCP)											
Moore Judith Clair	Practitioner - Non-Primary Care Provider (PCP)											
Mooney Jean Barnett	Practitioner - Non-Primary Care Provider (PCP)											
Mcarthur Margaret Ann	Practitioner - Non-Primary Care Provider (PCP)											
Marino John C	Practitioner - Non-Primary Care Provider (PCP)											
Kleinman David M Md	Practitioner - Non-Primary Care Provider (PCP)											
Garrison David M Md	Practitioner - Non-Primary Care Provider (PCP)											
Runge Timothy Daniel Md	Practitioner - Non-Primary Care Provider (PCP)											
Kringstein Peter A Md	Practitioner - Non-Primary Care Provider (PCP)											
Feltner Eileen Rose	Practitioner - Non-Primary Care Provider (PCP)											
Mcentee James J	Practitioner - Non-Primary Care Provider (PCP)											
Konyk Maryana	Practitioner - Non-Primary Care Provider (PCP)											
Chung James S Md	Practitioner - Non-Primary Care Provider (PCP)											
Mead James C Md	Practitioner - Non-Primary Care Provider (PCP)											
Koval Christine Md	Practitioner - Non-Primary Care Provider (PCP)											



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Bostock Mary	Practitioner - Non-Primary Care Provider (PCP)											
Mink Jonathan Walter Md	Practitioner - Non-Primary Care Provider (PCP)											
Locke Elizabeth Ellen	Practitioner - Non-Primary Care Provider (PCP)											
Welles Linda B Md	Practitioner - Non-Primary Care Provider (PCP)											
Abeyounis Maria J Dds	Practitioner - Non-Primary Care Provider (PCP)											
Zinkin Adam Md	Practitioner - Non-Primary Care Provider (PCP)											
Murante Barbra Lucey	Practitioner - Non-Primary Care Provider (PCP)											
Fletcher Thomas B Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Macey Barbara A	Practitioner - Non-Primary Care Provider (PCP)											
Caudle Jeanne M	Practitioner - Non-Primary Care Provider (PCP)											
Mack-Fogg Jean Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Shin Bryant Jung Md	Practitioner - Non-Primary Care Provider (PCP)											
Hill-Sober Colleen Louise	Practitioner - Non-Primary Care Provider (PCP)											
Ebrahimi-Fard Behrooz Md	Practitioner - Non-Primary Care Provider (PCP)											
Ford Robert William	Practitioner - Non-Primary Care Provider (PCP)											
Becker Steven	Practitioner - Non-Primary Care Provider (PCP)											
Scerra Chester	Practitioner - Non-Primary Care Provider (PCP)											
Yeager Roger	Practitioner - Non-Primary Care Provider (PCP)											
Hoagland Alice	Practitioner - Non-Primary Care Provider (PCP)											
Yost J Kelley Phd	Practitioner - Non-Primary Care Provider (PCP)											
Gaudette Marc D Phd	Practitioner - Non-Primary Care Provider (PCP)											
Magyar Caroline Ilona	Practitioner - Non-Primary Care Provider (PCP)											
Mc Cann Christina	Practitioner - Non-Primary Care Provider (PCP)											
Cole Deborah	Practitioner - Non-Primary Care Provider (PCP)											
Carpenter-Bradley Michelle M Md	Practitioner - Non-Primary Care Provider (PCP)											
Capicotto Peter Nicholas Md	Practitioner - Non-Primary Care Provider (PCP)											
Stein Todd Md	Practitioner - Non-Primary Care Provider (PCP)											
Walter Kevin Anthony Md	Practitioner - Non-Primary Care Provider (PCP)											
Ferrero Donna G Md	Practitioner - Non-Primary Care Provider (PCP)											
Lafaro Virginia E	Practitioner - Non-Primary Care Provider (PCP)											
Vernenkar Vithal Vic Md	Practitioner - Non-Primary Care Provider (PCP)											



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Chung Mina Millicent Md	Practitioner - Non-Primary Care Provider (PCP)											
Bruckner Lauren B Md	Practitioner - Non-Primary Care Provider (PCP)											
Fazili Sareena Shereen Md	Practitioner - Non-Primary Care Provider (PCP)											
Upadhyayula Nagendra P Md	Practitioner - Non-Primary Care Provider (PCP)											
Friedberg Jonathan W Md	Practitioner - Non-Primary Care Provider (PCP)											
Matteson-Rusby Sara Evelyn Phd	Practitioner - Non-Primary Care Provider (PCP)											
Singh Michael J Md	Practitioner - Non-Primary Care Provider (PCP)											
Garcia Madelyn Md	Practitioner - Non-Primary Care Provider (PCP)											
Blyth Brian James Md	Practitioner - Non-Primary Care Provider (PCP)											
Khokhar Sheharyar Saeed Md	Practitioner - Non-Primary Care Provider (PCP)											
Lockemann Rebecca Anne	Practitioner - Non-Primary Care Provider (PCP)											
Meyer Tracy A	Practitioner - Non-Primary Care Provider (PCP)											
Schneider William Normand Phd	Practitioner - Non-Primary Care Provider (PCP)											
Karan Suzanne Beth Md	Practitioner - Non-Primary Care Provider (PCP)											
Marro-Tobin Maryjo Dds	Practitioner - Non-Primary Care Provider (PCP)											
Elio Michael F	Practitioner - Non-Primary Care Provider (PCP)											
Kast Cheryl A	Practitioner - Non-Primary Care Provider (PCP)											
Zingaro Pina C	Practitioner - Non-Primary Care Provider (PCP)											
Richardson Theresa M	Practitioner - Non-Primary Care Provider (PCP)											
Keller Marcia L	Practitioner - Non-Primary Care Provider (PCP)											
Abadan Medical Pllc	Practitioner - Non-Primary Care Provider (PCP)											
Zsenits Balazs	Practitioner - Non-Primary Care Provider (PCP)											
Iannoli Ellen Dailor	Practitioner - Non-Primary Care Provider (PCP)											
Reifenrath Debra A	Practitioner - Non-Primary Care Provider (PCP)											
Seo Gwy Suk Md	Practitioner - Non-Primary Care Provider (PCP)											
Miner Laura Ann	Practitioner - Non-Primary Care Provider (PCP)											
Biernbaum Robert M Do	Practitioner - Non-Primary Care Provider (PCP)											
Jones Carolyn Evelyn Md	Practitioner - Non-Primary Care Provider (PCP)											
Mokureddy Vidyasagar Md	Practitioner - Non-Primary Care Provider (PCP)											
Narayanan Sobhana	Practitioner - Non-Primary Care Provider (PCP)											
Finkbeiner Gregory Scott Md	Practitioner - Non-Primary Care Provider (PCP)											



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Williams Jamesine Renee Md	Practitioner - Non-Primary Care Provider (PCP)											
Anolik Jennifer Howitt Md	Practitioner - Non-Primary Care Provider (PCP)											
Calvi Laura Marie Md	Practitioner - Non-Primary Care Provider (PCP)											
Franzen Debra Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Alkhoury Ziad Aziz Md	Practitioner - Non-Primary Care Provider (PCP)											
Phillips Gordon Leigh li	Practitioner - Non-Primary Care Provider (PCP)											
Meehan Mary L	Practitioner - Non-Primary Care Provider (PCP)											
Ameduri Clifford James Md	Practitioner - Non-Primary Care Provider (PCP)											
Di Loreto David Allen Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Laba Kariann M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hamann Christopher C Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Cheng Kenneth K	Practitioner - Non-Primary Care Provider (PCP)											
Goldblatt John Philip Md	Practitioner - Non-Primary Care Provider (PCP)											
Scharf Michael Adair Md	Practitioner - Non-Primary Care Provider (PCP)											
Eckert Joan	Practitioner - Non-Primary Care Provider (PCP)											
Williams Yvonne	Practitioner - Non-Primary Care Provider (PCP)											
Telga Michele L	Practitioner - Non-Primary Care Provider (PCP)											
Tabechian Darren Amir Md	Practitioner - Non-Primary Care Provider (PCP)											
Jungquist Carla Ray	Practitioner - Non-Primary Care Provider (PCP)											
Villani Anthony Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Conrad Emily A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Heffron Tracy L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Jones Janet	Practitioner - Non-Primary Care Provider (PCP)											
Cleveland Cathleen Ann	Practitioner - Non-Primary Care Provider (PCP)											
Pike Angela Ellen	Practitioner - Non-Primary Care Provider (PCP)											
Krebs Dolores Agnes	Practitioner - Non-Primary Care Provider (PCP)											
Maxwell Paul Everett	Practitioner - Non-Primary Care Provider (PCP)											
Cappiello Cynthia Theresa	Practitioner - Non-Primary Care Provider (PCP)											
Tan Brian Keith Md	Practitioner - Non-Primary Care Provider (PCP)											
Miller Brenda Kay	Practitioner - Non-Primary Care Provider (PCP)											
Likly Kelly M	Practitioner - Non-Primary Care Provider (PCP)											



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Weber Mary Ann	Practitioner - Non-Primary Care Provider (PCP)											
Schwalm Margaret Anne	Practitioner - Non-Primary Care Provider (PCP)											
Scheib Paul F Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Burrows Frederick Md	Practitioner - Non-Primary Care Provider (PCP)											
Sellers Craig Robert	Practitioner - Non-Primary Care Provider (PCP)											
Cottrell Therese Mary	Practitioner - Non-Primary Care Provider (PCP)											
Scott Kerry A	Practitioner - Non-Primary Care Provider (PCP)											
Lagonegro Ann Marie	Practitioner - Non-Primary Care Provider (PCP)											
Maletzke Marta	Practitioner - Non-Primary Care Provider (PCP)											
Shoots Kellyi Np	Practitioner - Non-Primary Care Provider (PCP)											
Adair Robin H	Practitioner - Non-Primary Care Provider (PCP)											
Dugan Michelle Marie	Practitioner - Non-Primary Care Provider (PCP)											
Pilc Debora J	Practitioner - Non-Primary Care Provider (PCP)											
Wing Richard Elliott Md	Practitioner - Non-Primary Care Provider (PCP)											
Wool Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Chen Shi-Yu	Practitioner - Non-Primary Care Provider (PCP)											
Michalko Karl Md	Practitioner - Non-Primary Care Provider (PCP)											
Bhati Ravindra Kumar Md	Practitioner - Non-Primary Care Provider (PCP)											
Switzer Robert J Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Nolan Valerie E	Practitioner - Non-Primary Care Provider (PCP)											
Wamp Suzanne L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Locicero Anthony Michael	Practitioner - Non-Primary Care Provider (PCP)											
Demilio Deborah A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Thiele Laurie Ann	Practitioner - Non-Primary Care Provider (PCP)											
Ashton Penny Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Storch Alan E Md	Practitioner - Non-Primary Care Provider (PCP)											
Taylor Jeremy G C Md	Practitioner - Non-Primary Care Provider (PCP)											
Johansson Marcia	Practitioner - Non-Primary Care Provider (PCP)											
Meacham Kimberly L	Practitioner - Non-Primary Care Provider (PCP)											
Giroto John A Md	Practitioner - Non-Primary Care Provider (PCP)											
Clark Nathan Stuart Md	Practitioner - Non-Primary Care Provider (PCP)											



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Turek Barry C Do	Practitioner - Non-Primary Care Provider (PCP)											
Artman Henry George Md	Practitioner - Non-Primary Care Provider (PCP)											
Nazarian Emily Braunstein Md	Practitioner - Non-Primary Care Provider (PCP)											
Garringer Jason Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Cody Wendy A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hume Susan Lee	Practitioner - Non-Primary Care Provider (PCP)											
Wright Tracy	Practitioner - Non-Primary Care Provider (PCP)											
Kopin Laurie Ann	Practitioner - Non-Primary Care Provider (PCP)											
Beck George Ronald	Practitioner - Non-Primary Care Provider (PCP)											
Reisig Mary Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Pfeiffer Joan	Practitioner - Non-Primary Care Provider (PCP)											
Clair Danielle Baskin Md	Practitioner - Non-Primary Care Provider (PCP)											
Platania Bridget Lydon	Practitioner - Non-Primary Care Provider (PCP)											
Hanchett Virginia Anne	Practitioner - Non-Primary Care Provider (PCP)											
Swank Nancy M	Practitioner - Non-Primary Care Provider (PCP)											
Darlak Jennifer R Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Lunger Delean Grose	Practitioner - Non-Primary Care Provider (PCP)											
Syrett James Iain Md	Practitioner - Non-Primary Care Provider (PCP)											
Williams Janet M Md	Practitioner - Non-Primary Care Provider (PCP)											
Flannery Debra	Practitioner - Non-Primary Care Provider (PCP)											
Gately Thomas E Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Thomas Earlando Md	Practitioner - Non-Primary Care Provider (PCP)											
Fleeman Jennifer Anne Phd	Practitioner - Non-Primary Care Provider (PCP)											
Kump Jason D Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Cough Kelly A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Romanofsky Kelly A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Kwon Jennifer Meesuk Md	Practitioner - Non-Primary Care Provider (PCP)											
Ellis Cynthia M	Practitioner - Non-Primary Care Provider (PCP)											
Heriot Kirk	Practitioner - Non-Primary Care Provider (PCP)											
Packard Breeana Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Rivers Mary C	Practitioner - Non-Primary Care Provider (PCP)											



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Stefko Julie A	Practitioner - Non-Primary Care Provider (PCP)											
Wisiosek Michael F	Practitioner - Non-Primary Care Provider (PCP)											
Stein Philip Gordon Md	Practitioner - Non-Primary Care Provider (PCP)											
Taylor Jill Grottanelli	Practitioner - Non-Primary Care Provider (PCP)											
Smith Susan O	Practitioner - Non-Primary Care Provider (PCP)											
Mattle Kathryn B Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Brown Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Mcintosh Kathleen T	Practitioner - Non-Primary Care Provider (PCP)											
Patel Ketul Jasubhai Md	Practitioner - Non-Primary Care Provider (PCP)											
Akula Venkata Ravi Sankarun	Practitioner - Non-Primary Care Provider (PCP)											
Farnham Tammy Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Milner Laurie A Md	Practitioner - Non-Primary Care Provider (PCP)											
Sessions Annette Md	Practitioner - Non-Primary Care Provider (PCP)											
Molinari Robert William Md	Practitioner - Non-Primary Care Provider (PCP)											
Gross Matthew David Md	Practitioner - Non-Primary Care Provider (PCP)											
Norsky Theresa C	Practitioner - Non-Primary Care Provider (PCP)											
Posnick Steven J Md	Practitioner - Non-Primary Care Provider (PCP)											
Gearinger Matthew Dyson Md	Practitioner - Non-Primary Care Provider (PCP)											
Vaz Tara	Practitioner - Non-Primary Care Provider (PCP)											
Sifain Claudinem Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Yim Kyong-Wook Md	Practitioner - Non-Primary Care Provider (PCP)											
Adams Heather Rebeccah Phd	Practitioner - Non-Primary Care Provider (PCP)											
Pisaro Melinda Ann Rn	Practitioner - Non-Primary Care Provider (PCP)											
Emerson Christine O	Practitioner - Non-Primary Care Provider (PCP)											
Thomas-Taylor Danielle Md	Practitioner - Non-Primary Care Provider (PCP)											
Stassen Nicole Anne Md	Practitioner - Non-Primary Care Provider (PCP)											
Mullen Craig A Md	Practitioner - Non-Primary Care Provider (PCP)											
Shah Abrar Hussain Md	Practitioner - Non-Primary Care Provider (PCP)											
Duecy Erin E Md	Practitioner - Non-Primary Care Provider (PCP)											
Hamilton Heather L	Practitioner - Non-Primary Care Provider (PCP)											
Hanna Kevin J Md	Practitioner - Non-Primary Care Provider (PCP)											



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Lucas Stefan Md	Practitioner - Non-Primary Care Provider (PCP)											
Lapoint Scott Frederick Md	Practitioner - Non-Primary Care Provider (PCP)											
Williams Sandra J	Practitioner - Non-Primary Care Provider (PCP)											
Bower Lisa A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Volpe Ellen M	Practitioner - Non-Primary Care Provider (PCP)											
Cramer Stewart F	Practitioner - Non-Primary Care Provider (PCP)											
Pacino James P	Practitioner - Non-Primary Care Provider (PCP)											
Hall Catherine A	Practitioner - Non-Primary Care Provider (PCP)											
Smith Linda J	Practitioner - Non-Primary Care Provider (PCP)											
Bergen Joanne A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Handy Alyson W Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Fuhrmann William G li Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Ingraham Kim M	Practitioner - Non-Primary Care Provider (PCP)											
Natoli Kimberly M	Practitioner - Non-Primary Care Provider (PCP)											
West Jennifer C	Practitioner - Non-Primary Care Provider (PCP)											
Tang Ping	Practitioner - Non-Primary Care Provider (PCP)											
Wang Xi	Practitioner - Non-Primary Care Provider (PCP)											
Dwyer Lisa M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Merritt Marilyn	Practitioner - Non-Primary Care Provider (PCP)											
Schwartz Theresa M	Practitioner - Non-Primary Care Provider (PCP)											
Kayson-Rubin Elise Np	Practitioner - Non-Primary Care Provider (PCP)											
Loughrey Jean E	Practitioner - Non-Primary Care Provider (PCP)											
Guffey Susan V	Practitioner - Non-Primary Care Provider (PCP)											
Connelly-Katz Sally	Practitioner - Non-Primary Care Provider (PCP)											
Tucker Nicole U Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Schiffhauer Linda	Practitioner - Non-Primary Care Provider (PCP)											
Stanton Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Schultz Patricia B	Practitioner - Non-Primary Care Provider (PCP)											
Giampoli Ellen J	Practitioner - Non-Primary Care Provider (PCP)											
Barney Daniel P Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Weslowski Matthew J Rpa	Practitioner - Non-Primary Care Provider (PCP)											



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Thiel Carol A	Practitioner - Non-Primary Care Provider (PCP)											
Felice Karyn W Np	Practitioner - Non-Primary Care Provider (PCP)											
Penny Kathy A	Practitioner - Non-Primary Care Provider (PCP)											
Ebmeyer Christopher Alan	Practitioner - Non-Primary Care Provider (PCP)											
Cerami Eileen M	Practitioner - Non-Primary Care Provider (PCP)											
Mapstone Mark E	Practitioner - Non-Primary Care Provider (PCP)											
Davern William	Practitioner - Non-Primary Care Provider (PCP)											
Spillane Michael E	Practitioner - Non-Primary Care Provider (PCP)											
Metlay Leon A	Practitioner - Non-Primary Care Provider (PCP)											
Dirisio Leslie D	Practitioner - Non-Primary Care Provider (PCP)											
Deveau Lura L Np	Practitioner - Non-Primary Care Provider (PCP)											
Mchenry Linda L Np	Practitioner - Non-Primary Care Provider (PCP)											
Horst Deborah Ann	Practitioner - Non-Primary Care Provider (PCP)											
Hannafon Freda B Np	Practitioner - Non-Primary Care Provider (PCP)											
Amell Nancy L	Practitioner - Non-Primary Care Provider (PCP)											
Guntrum Debra J Np	Practitioner - Non-Primary Care Provider (PCP)											
Harmor Darlene E	Practitioner - Non-Primary Care Provider (PCP)											
Wigent Pamela	Practitioner - Non-Primary Care Provider (PCP)											
Boyce Brendan F	Practitioner - Non-Primary Care Provider (PCP)											
Sasson Talia Md	Practitioner - Non-Primary Care Provider (PCP)											
Jolly Yvonne C	Practitioner - Non-Primary Care Provider (PCP)											
Hallstrom Robert E	Practitioner - Non-Primary Care Provider (PCP)											
Suhr Brenda A	Practitioner - Non-Primary Care Provider (PCP)											
Mitchko Anne M	Practitioner - Non-Primary Care Provider (PCP)											
Breneman Stephen M	Practitioner - Non-Primary Care Provider (PCP)											
Winsberg Mark A	Practitioner - Non-Primary Care Provider (PCP)											
Strahosky Susan M Md	Practitioner - Non-Primary Care Provider (PCP)											
Thomas Becky L	Practitioner - Non-Primary Care Provider (PCP)											
Friedlander Donna E Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Saxman Stacey M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Drew Dana M	Practitioner - Non-Primary Care Provider (PCP)											



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Livingston William	Practitioner - Non-Primary Care Provider (PCP)											
Bose Anirban Md	Practitioner - Non-Primary Care Provider (PCP)											
Almahayri Abdullah Md	Practitioner - Non-Primary Care Provider (PCP)											
Stenziano Gabriel J	Practitioner - Non-Primary Care Provider (PCP)											
Fries David Ross Md	Practitioner - Non-Primary Care Provider (PCP)											
Dube-Whitehair Lisa	Practitioner - Non-Primary Care Provider (PCP)											
Natarajan Senthilrajan K Md	Practitioner - Non-Primary Care Provider (PCP)											
Murray Margaret E	Practitioner - Non-Primary Care Provider (PCP)											
Rust Kay	Practitioner - Non-Primary Care Provider (PCP)											
Hall Burr William Md	Practitioner - Non-Primary Care Provider (PCP)											
O'Brien Jeanne Md	Practitioner - Non-Primary Care Provider (PCP)											
Marin Lisa Gail Dmd	Practitioner - Non-Primary Care Provider (PCP)											
Strobert Alycia L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Kiernan Maureen	Practitioner - Non-Primary Care Provider (PCP)											
Sondhi Damanpaul Singh Md	Practitioner - Non-Primary Care Provider (PCP)											
Caprio Thomas Vincent Md	Practitioner - Non-Primary Care Provider (PCP)											
Braund Lisa F	Practitioner - Non-Primary Care Provider (PCP)											
Peterson-Sweeney Kathleen	Practitioner - Non-Primary Care Provider (PCP)											
Skinner Kristin A Md	Practitioner - Non-Primary Care Provider (PCP)											
Sterling Douglas	Practitioner - Non-Primary Care Provider (PCP)											
Hahn Holly Beth Md	Practitioner - Non-Primary Care Provider (PCP)											
Williams Kyle Evan Md	Practitioner - Non-Primary Care Provider (PCP)											
Tomek Stephen Harold Md	Practitioner - Non-Primary Care Provider (PCP)											
Von Hagn Richard L	Practitioner - Non-Primary Care Provider (PCP)											
Howell Elaina	Practitioner - Non-Primary Care Provider (PCP)											
Secor Sharlyn A	Practitioner - Non-Primary Care Provider (PCP)											
Korich Roberta L	Practitioner - Non-Primary Care Provider (PCP)											
Vaczy Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Vega Stephen J Md	Practitioner - Non-Primary Care Provider (PCP)											
Funderburk Matthew E Md	Practitioner - Non-Primary Care Provider (PCP)											
Bates Susan E	Practitioner - Non-Primary Care Provider (PCP)											



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Levy Elad I Md	Practitioner - Non-Primary Care Provider (PCP)												
Garasia Shaila	Practitioner - Non-Primary Care Provider (PCP)												
Forte Charles	Practitioner - Non-Primary Care Provider (PCP)												
Lofurno Peter	Practitioner - Non-Primary Care Provider (PCP)												
Anandarajah Allen P Md	Practitioner - Non-Primary Care Provider (PCP)												
Lehfeldt Christophe	Practitioner - Non-Primary Care Provider (PCP)												
Mendicino Anthony	Practitioner - Non-Primary Care Provider (PCP)												
Lindquist Bernadette	Practitioner - Non-Primary Care Provider (PCP)												
Burke Jodi L	Practitioner - Non-Primary Care Provider (PCP)												
Kelley Peter J	Practitioner - Non-Primary Care Provider (PCP)												
Armosino-Hoderlein Maryellen	Practitioner - Non-Primary Care Provider (PCP)												
Allerton Heather Maureen Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Igboeli Adaobi M	Practitioner - Non-Primary Care Provider (PCP)												
Helberg June A Np	Practitioner - Non-Primary Care Provider (PCP)												
Pulcino Mary L Popolizio	Practitioner - Non-Primary Care Provider (PCP)												
Leit Michael E Md	Practitioner - Non-Primary Care Provider (PCP)												
Ressman Erin K Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Mullane Martha M	Practitioner - Non-Primary Care Provider (PCP)												
Smizzi Joseph F Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Bohomey Jean Np	Practitioner - Non-Primary Care Provider (PCP)												
Esders Barbara L	Practitioner - Non-Primary Care Provider (PCP)												
Cytryn Jacalyn J Mdd	Practitioner - Non-Primary Care Provider (PCP)												
Flynn Michael K Md	Practitioner - Non-Primary Care Provider (PCP)												
Babbar Nicolyn F Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Peters Jeffrey H Md	Practitioner - Non-Primary Care Provider (PCP)												
Olzinski Ann Therese Md	Practitioner - Non-Primary Care Provider (PCP)												
Persaud Dharmendra Md	Practitioner - Non-Primary Care Provider (PCP)												
Conyers Yvette N Rn	Practitioner - Non-Primary Care Provider (PCP)												
Bukata Susan Virginia Md	Practitioner - Non-Primary Care Provider (PCP)												
Mclung Jason Daniel Md	Practitioner - Non-Primary Care Provider (PCP)												
Backenstoss Martine Susan Md	Practitioner - Non-Primary Care Provider (PCP)												



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Treutlein Scott Md	Practitioner - Non-Primary Care Provider (PCP)												
Vates George E Md	Practitioner - Non-Primary Care Provider (PCP)												
Capece Mary Ellen	Practitioner - Non-Primary Care Provider (PCP)												
Prinzi Krista L	Practitioner - Non-Primary Care Provider (PCP)												
Alexander Daniel Md	Practitioner - Non-Primary Care Provider (PCP)												
Green Meghan S	Practitioner - Non-Primary Care Provider (PCP)												
Ogie Debra Margaret Md	Practitioner - Non-Primary Care Provider (PCP)												
Berrios Luis A	Practitioner - Non-Primary Care Provider (PCP)												
Liu Bingren Md	Practitioner - Non-Primary Care Provider (PCP)												
Kanchana Sulada Md	Practitioner - Non-Primary Care Provider (PCP)												
Comella Stephen Grant Md	Practitioner - Non-Primary Care Provider (PCP)												
Johnson Lesley A	Practitioner - Non-Primary Care Provider (PCP)												
Hix John Kevin Md	Practitioner - Non-Primary Care Provider (PCP)												
Chennupati Sreedevi Md	Practitioner - Non-Primary Care Provider (PCP)												
Rotoli Dina	Practitioner - Non-Primary Care Provider (PCP)												
Greenlee Michael	Practitioner - Non-Primary Care Provider (PCP)												
Malik Chetan	Practitioner - Non-Primary Care Provider (PCP)												
Wrona Jo Anne Cnm	Practitioner - Non-Primary Care Provider (PCP)												
Andolsek Mary Ellen	Practitioner - Non-Primary Care Provider (PCP)												
Berry Scott Frank Md	Practitioner - Non-Primary Care Provider (PCP)												
Domagola Terry	Practitioner - Non-Primary Care Provider (PCP)												
Eichel Louis Md	Practitioner - Non-Primary Care Provider (PCP)												
Renner Debra A Md	Practitioner - Non-Primary Care Provider (PCP)												
Mraz Margaret Mary	Practitioner - Non-Primary Care Provider (PCP)												
Tomek Leslie	Practitioner - Non-Primary Care Provider (PCP)												
Spitzer Eric Marshall Md	Practitioner - Non-Primary Care Provider (PCP)												
Tarbell Stephaniel Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Becske Tibor Md	Practitioner - Non-Primary Care Provider (PCP)												
Wilk Nancy C	Practitioner - Non-Primary Care Provider (PCP)												
Cheema Muhammad Md	Practitioner - Non-Primary Care Provider (PCP)												
Goldstein Edward Rpa	Practitioner - Non-Primary Care Provider (PCP)												



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Blanchard Anne-Marie Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Rose Theresa E Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hinterkopf Hans P Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Reinhardt Tina M	Practitioner - Non-Primary Care Provider (PCP)											
Tensley Christine L	Practitioner - Non-Primary Care Provider (PCP)											
Shayne Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Van Damme Alexander J	Practitioner - Non-Primary Care Provider (PCP)											
Ruffo Daniel	Practitioner - Non-Primary Care Provider (PCP)											
Dennison Laura J	Practitioner - Non-Primary Care Provider (PCP)											
Prasad Anita	Practitioner - Non-Primary Care Provider (PCP)											
Mchugh Edward P	Practitioner - Non-Primary Care Provider (PCP)											
Godwin Martin D	Practitioner - Non-Primary Care Provider (PCP)											
Houle Sandra A Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Massaro-Baker Lynne M	Practitioner - Non-Primary Care Provider (PCP)											
Kitanosono Takashi Md	Practitioner - Non-Primary Care Provider (PCP)											
Bottler Anja Irmela Md	Practitioner - Non-Primary Care Provider (PCP)											
Thornburg Lorelei Lacina Md	Practitioner - Non-Primary Care Provider (PCP)											
Fantuzzo Joseph John	Practitioner - Non-Primary Care Provider (PCP)											
Teeters John Chadwick Md	Practitioner - Non-Primary Care Provider (PCP)											
Novak William Henry Jr	Practitioner - Non-Primary Care Provider (PCP)											
Candelario Grace De Los Santos	Practitioner - Non-Primary Care Provider (PCP)											
Patanella Laurie A Md	Practitioner - Non-Primary Care Provider (PCP)											
Belt Thomas James Md	Practitioner - Non-Primary Care Provider (PCP)											
Rogers Janice S	Practitioner - Non-Primary Care Provider (PCP)											
Seger Anca Md	Practitioner - Non-Primary Care Provider (PCP)											
Gross Jonathan Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcgrody Kevin Sean Md	Practitioner - Non-Primary Care Provider (PCP)											
Hicks David Grant Md	Practitioner - Non-Primary Care Provider (PCP)											
Saubermann Lawrence J	Practitioner - Non-Primary Care Provider (PCP)											
Riley Louis Joseph Jr	Practitioner - Non-Primary Care Provider (PCP)											
Brazeo Lynn Gramlich	Practitioner - Non-Primary Care Provider (PCP)											



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Tellem Daniel Eric	Practitioner - Non-Primary Care Provider (PCP)											
Amodio Corinne Danielle Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Chamberlain Kimberly L	Practitioner - Non-Primary Care Provider (PCP)											
Acome M Richard	Practitioner - Non-Primary Care Provider (PCP)											
Akhtar Wasim Md	Practitioner - Non-Primary Care Provider (PCP)											
Atkinson Michael M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Canham John L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Chruscicki Christine Mary	Practitioner - Non-Primary Care Provider (PCP)											
Conrad Deborah Ann	Practitioner - Non-Primary Care Provider (PCP)											
Cupolo Susan Marie	Practitioner - Non-Primary Care Provider (PCP)											
Dykeman Adrienne Frances Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Fessler Albert James Iii	Practitioner - Non-Primary Care Provider (PCP)											
Kent Jacqueline Ann	Practitioner - Non-Primary Care Provider (PCP)											
Kieffer Jennifer Margaret	Practitioner - Non-Primary Care Provider (PCP)											
Lafaro Maria Christine	Practitioner - Non-Primary Care Provider (PCP)											
Mesiti Karyn Marie	Practitioner - Non-Primary Care Provider (PCP)											
Schreiber Charles F Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Strohm Beverly Jane	Practitioner - Non-Primary Care Provider (PCP)											
Wengender Lynn Marie	Practitioner - Non-Primary Care Provider (PCP)											
George Christopher P Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Larj Michael Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Gaston Joclyn Renee	Practitioner - Non-Primary Care Provider (PCP)											
Mohile Supriya Gupta	Practitioner - Non-Primary Care Provider (PCP)											
Valle Laticia Md	Practitioner - Non-Primary Care Provider (PCP)											
Dogra Vikram Singh Md	Practitioner - Non-Primary Care Provider (PCP)											
Milano Michael Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Werth Christopher E	Practitioner - Non-Primary Care Provider (PCP)											
Sargent Susan M	Practitioner - Non-Primary Care Provider (PCP)											
Bellinger Trish Marie	Practitioner - Non-Primary Care Provider (PCP)											
Zynda-Weiss Andrea Md	Practitioner - Non-Primary Care Provider (PCP)											
Chilton Dorothy Palmer	Practitioner - Non-Primary Care Provider (PCP)											



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Soprano Marcy Lee	Practitioner - Non-Primary Care Provider (PCP)											
Bellinger Jeremy Scott	Practitioner - Non-Primary Care Provider (PCP)											
Hossenlopp Mary Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Ward Kriston R	Practitioner - Non-Primary Care Provider (PCP)											
Schwartzman Jeffrey J Do	Practitioner - Non-Primary Care Provider (PCP)											
Schwartzman Amy J Do	Practitioner - Non-Primary Care Provider (PCP)											
Casey Denise Wa	Practitioner - Non-Primary Care Provider (PCP)											
Mulford Deborah Anne Md	Practitioner - Non-Primary Care Provider (PCP)											
Obaji Adel Md	Practitioner - Non-Primary Care Provider (PCP)											
Kosta Cashimere Christina Nancy Md	Practitioner - Non-Primary Care Provider (PCP)											
Fessler Paula Np	Practitioner - Non-Primary Care Provider (PCP)											
Smith Jeremy Douglas Md	Practitioner - Non-Primary Care Provider (PCP)											
Tynski Maciej Tomasz Md	Practitioner - Non-Primary Care Provider (PCP)											
Provenzano Kimberly Lynn Np	Practitioner - Non-Primary Care Provider (PCP)											
Entwistle Timothy M	Practitioner - Non-Primary Care Provider (PCP)											
Palmer Sandra L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Trojan Christopher Md	Practitioner - Non-Primary Care Provider (PCP)											
Hendrickson Vanessa J	Practitioner - Non-Primary Care Provider (PCP)											
Storm Michelle L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Snyder Gwendolyn Leigh Md	Practitioner - Non-Primary Care Provider (PCP)											
Godfrey Teresa Ann Np	Practitioner - Non-Primary Care Provider (PCP)											
Kamara Ismatu A Dds	Practitioner - Non-Primary Care Provider (PCP)											
Gray Daniel A Md	Practitioner - Non-Primary Care Provider (PCP)											
Mooney Nicole E Dds	Practitioner - Non-Primary Care Provider (PCP)											
Young Billie Jo Np	Practitioner - Non-Primary Care Provider (PCP)											
Tenhoopen Cynthia Baron Np	Practitioner - Non-Primary Care Provider (PCP)											
Schulenberg Adam Np	Practitioner - Non-Primary Care Provider (PCP)											
Henry John Craig Md	Practitioner - Non-Primary Care Provider (PCP)											
Michaels M Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Ognibene Steven John Md	Practitioner - Non-Primary Care Provider (PCP)											
Maik Ritu Md	Practitioner - Non-Primary Care Provider (PCP)											



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Connolly Brian P Md	Practitioner - Non-Primary Care Provider (PCP)											
Krysan Damian Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Taylor Sarah Gleason	Practitioner - Non-Primary Care Provider (PCP)											
Yurcheshen Michael Eric	Practitioner - Non-Primary Care Provider (PCP)											
Gianakakis Louis Md	Practitioner - Non-Primary Care Provider (PCP)											
Ravina Bernard Mayer Md	Practitioner - Non-Primary Care Provider (PCP)											
Powley Elizabeth A Np	Practitioner - Non-Primary Care Provider (PCP)											
Dunn Valerie Rolanda Md	Practitioner - Non-Primary Care Provider (PCP)											
Fetkenhour Douglas Roy Md	Practitioner - Non-Primary Care Provider (PCP)											
Lubkin Maxine Np	Practitioner - Non-Primary Care Provider (PCP)											
Yonker Terry Np	Practitioner - Non-Primary Care Provider (PCP)											
Murata Yoshihiko Md	Practitioner - Non-Primary Care Provider (PCP)											
Sorber Thomas W Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Willis Jeffrey A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gill David Md	Practitioner - Non-Primary Care Provider (PCP)											
Thireos Stephen G Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Shareef Shakeel Md	Practitioner - Non-Primary Care Provider (PCP)											
Langstein Howard Neil Md	Practitioner - Non-Primary Care Provider (PCP)											
Paine Theodora Sendera	Practitioner - Non-Primary Care Provider (PCP)											
Dorsey Earl Ray Md	Practitioner - Non-Primary Care Provider (PCP)											
Pope Michael F Np	Practitioner - Non-Primary Care Provider (PCP)											
Paciorkowski Alexander Md	Practitioner - Non-Primary Care Provider (PCP)											
Becker Michael William Md	Practitioner - Non-Primary Care Provider (PCP)											
Kurily Katy F Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Adjei Osbert Nyarko Md	Practitioner - Non-Primary Care Provider (PCP)											
Schenck Kari A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Tausk Francisco A Md	Practitioner - Non-Primary Care Provider (PCP)											
Calvaruso Anne F Np	Practitioner - Non-Primary Care Provider (PCP)											
Polashenski Pamela Sue Md	Practitioner - Non-Primary Care Provider (PCP)											
Macleon Mary C Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Brown Nancy S Rpa	Practitioner - Non-Primary Care Provider (PCP)											



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Caplash Jolly M Dmd	Practitioner - Non-Primary Care Provider (PCP)											
Amin Sanjiv Bipinchandra Md	Practitioner - Non-Primary Care Provider (PCP)											
Behr Jacqueline Marie Np	Practitioner - Non-Primary Care Provider (PCP)											
Fluellen Gloria Jean Np	Practitioner - Non-Primary Care Provider (PCP)											
Barten Donna Np	Practitioner - Non-Primary Care Provider (PCP)											
Vaglienty Rodolfo D Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Reynolds Carl Henry Md	Practitioner - Non-Primary Care Provider (PCP)											
Buckley Marcia J Np	Practitioner - Non-Primary Care Provider (PCP)											
Ackerman Kate G Md	Practitioner - Non-Primary Care Provider (PCP)											
Joseph Kimberly S Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Peters Joseph I Jr Lcsw	Practitioner - Non-Primary Care Provider (PCP)											
Vlad Roxana Cristina Md	Practitioner - Non-Primary Care Provider (PCP)											
Grace Daniel William Md	Practitioner - Non-Primary Care Provider (PCP)											
Wesley Kimberly M Np	Practitioner - Non-Primary Care Provider (PCP)											
Fowler Marcia Ann Np	Practitioner - Non-Primary Care Provider (PCP)											
Hastings Catherine Np	Practitioner - Non-Primary Care Provider (PCP)											
Griffin Erika L Np	Practitioner - Non-Primary Care Provider (PCP)											
Heatwole Chad Rydel Md	Practitioner - Non-Primary Care Provider (PCP)											
Twydell Paul Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Lum Timothy E Md	Practitioner - Non-Primary Care Provider (PCP)											
Rueckmann Erik Md	Practitioner - Non-Primary Care Provider (PCP)											
Ou Xiaolan	Practitioner - Non-Primary Care Provider (PCP)											
Markman John Douglas Md	Practitioner - Non-Primary Care Provider (PCP)											
Pearson Nancy Jeanne Np	Practitioner - Non-Primary Care Provider (PCP)											
Liberatore Angela M Np	Practitioner - Non-Primary Care Provider (PCP)											
Siddiqui Adnan Hussain	Practitioner - Non-Primary Care Provider (PCP)											
Porter Everett Francis Md	Practitioner - Non-Primary Care Provider (PCP)											
Zayas-Colon Vanessa Milagros Md	Practitioner - Non-Primary Care Provider (PCP)											
Rashid Hani Md	Practitioner - Non-Primary Care Provider (PCP)											
Brooks Marilyn	Practitioner - Non-Primary Care Provider (PCP)											
Tricomi Albert James Md	Practitioner - Non-Primary Care Provider (PCP)											



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Janofsky Rosemary	Practitioner - Non-Primary Care Provider (PCP)											
Finigan Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Nead Michael	Practitioner - Non-Primary Care Provider (PCP)											
Boyle Lisa L Md	Practitioner - Non-Primary Care Provider (PCP)											
Stollo Bonnie Np	Practitioner - Non-Primary Care Provider (PCP)											
Jungjohann Lucinda O Np	Practitioner - Non-Primary Care Provider (PCP)											
Martin Janet L Np	Practitioner - Non-Primary Care Provider (PCP)											
Storozynsky Eugene Md	Practitioner - Non-Primary Care Provider (PCP)											
King Richard James Md	Practitioner - Non-Primary Care Provider (PCP)											
Henry Bryan Anthony Md	Practitioner - Non-Primary Care Provider (PCP)											
Brothers Mary A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gibson Cynthia J Np	Practitioner - Non-Primary Care Provider (PCP)											
Ho Monique Md	Practitioner - Non-Primary Care Provider (PCP)											
Smith-Lightfoot Martha C Np	Practitioner - Non-Primary Care Provider (PCP)											
Scott Bryan Eder Md	Practitioner - Non-Primary Care Provider (PCP)											
Bowen William Donald Md	Practitioner - Non-Primary Care Provider (PCP)											
Wallin Lisa Np	Practitioner - Non-Primary Care Provider (PCP)											
Deeley Cheryl S Np	Practitioner - Non-Primary Care Provider (PCP)											
Wu Guan	Practitioner - Non-Primary Care Provider (PCP)											
Huston Alissa Md	Practitioner - Non-Primary Care Provider (PCP)											
Olden Aaron Md	Practitioner - Non-Primary Care Provider (PCP)											
Hasan Syed	Practitioner - Non-Primary Care Provider (PCP)											
Tessena Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Kim Youngrin Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
King Christine S Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Vierhile Amy E Np	Practitioner - Non-Primary Care Provider (PCP)											
Innerfield Ronald Jay Md	Practitioner - Non-Primary Care Provider (PCP)											
Muthig Paula Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Richardson Christopher J Do	Practitioner - Non-Primary Care Provider (PCP)											
Alsalahi Mohamed Saleh Md	Practitioner - Non-Primary Care Provider (PCP)											
Huang Jason Haito Md	Practitioner - Non-Primary Care Provider (PCP)											



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Bernold Dirk Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Perry Sandy Kalena S Md	Practitioner - Non-Primary Care Provider (PCP)											
Eastwood Kara Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
Philip Annie G Md	Practitioner - Non-Primary Care Provider (PCP)											
Ransom Cecilia Lim Md	Practitioner - Non-Primary Care Provider (PCP)											
Beck Lisa A Md	Practitioner - Non-Primary Care Provider (PCP)											
Charno Chrysa Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Cosman William Clayton Md	Practitioner - Non-Primary Care Provider (PCP)											
Rashid Megan J Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcguire Maryann	Practitioner - Non-Primary Care Provider (PCP)											
Glatz-Cotton Barbara Jean	Practitioner - Non-Primary Care Provider (PCP)											
Cushman Jeremy Md	Practitioner - Non-Primary Care Provider (PCP)											
Feerick Danielle	Practitioner - Non-Primary Care Provider (PCP)											
Rugelis Dawn	Practitioner - Non-Primary Care Provider (PCP)											
Gross Carlise Elaine	Practitioner - Non-Primary Care Provider (PCP)											
Chlebus Patricia	Practitioner - Non-Primary Care Provider (PCP)											
Santos Elizabeth J Md	Practitioner - Non-Primary Care Provider (PCP)											
Georas Steve N Md	Practitioner - Non-Primary Care Provider (PCP)											
Streeter Jeanne	Practitioner - Non-Primary Care Provider (PCP)											
Cummings Tracy Lyn	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Suzanne J Np	Practitioner - Non-Primary Care Provider (PCP)											
Khanna Sonny Kumar Dds	Practitioner - Non-Primary Care Provider (PCP)											
Lee Yi-Horng Md	Practitioner - Non-Primary Care Provider (PCP)											
Culhane Carla Jane Np	Practitioner - Non-Primary Care Provider (PCP)											
Neumann Krystof Junek Md	Practitioner - Non-Primary Care Provider (PCP)											
Chun Penelope Su Jung Md	Practitioner - Non-Primary Care Provider (PCP)											
Adler David Henry Md	Practitioner - Non-Primary Care Provider (PCP)											
Azurin James Craig Md	Practitioner - Non-Primary Care Provider (PCP)											
Halterman Marc W Md	Practitioner - Non-Primary Care Provider (PCP)											
Froix Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Chen Frank	Practitioner - Non-Primary Care Provider (PCP)											



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Nobay Flavia Md	Practitioner - Non-Primary Care Provider (PCP)											
Cholette Jill Md	Practitioner - Non-Primary Care Provider (PCP)											
Voloshin Ilya	Practitioner - Non-Primary Care Provider (PCP)											
Mcclary Carole Piazza	Practitioner - Non-Primary Care Provider (PCP)											
Mcmurtry Karen A	Practitioner - Non-Primary Care Provider (PCP)											
Streb Joann	Practitioner - Non-Primary Care Provider (PCP)											
Warner Gary Christopher Phd	Practitioner - Non-Primary Care Provider (PCP)											
Bingemann Theresa Auld Md	Practitioner - Non-Primary Care Provider (PCP)											
Rovner Alexander V Md	Practitioner - Non-Primary Care Provider (PCP)											
Thiele Ralf Gunter Md	Practitioner - Non-Primary Care Provider (PCP)											
Augostini Lisa Marie Np	Practitioner - Non-Primary Care Provider (PCP)											
Llinas Lux Laura C Md	Practitioner - Non-Primary Care Provider (PCP)											
Coyle Amanda Lee Np	Practitioner - Non-Primary Care Provider (PCP)											
Hammert Warren C Md	Practitioner - Non-Primary Care Provider (PCP)											
Yacona Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Ying Qian Md	Practitioner - Non-Primary Care Provider (PCP)											
Roy Debra Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Sarakanti Satyavathy Md	Practitioner - Non-Primary Care Provider (PCP)											
Rast Shirley Ann Np	Practitioner - Non-Primary Care Provider (PCP)											
Burns Jennifer J Np	Practitioner - Non-Primary Care Provider (PCP)											
Ferguson Kathlynn Do	Practitioner - Non-Primary Care Provider (PCP)											
Kashyap Randeep S Md	Practitioner - Non-Primary Care Provider (PCP)											
Elnor Irina Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Brodell Robert Thomas Md	Practitioner - Non-Primary Care Provider (PCP)											
Donofrio Julie Ann Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Weber Miriam	Practitioner - Non-Primary Care Provider (PCP)											
Goetzman Heather M Np	Practitioner - Non-Primary Care Provider (PCP)											
Corl Christina Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Lyon Shannon Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Maxwell Mary Ellen Np	Practitioner - Non-Primary Care Provider (PCP)											
Becker Bruce Aaron Md	Practitioner - Non-Primary Care Provider (PCP)											



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Aktas Mehmet Kemal Md	Practitioner - Non-Primary Care Provider (PCP)											
Speranza Jenny Rebecca Md	Practitioner - Non-Primary Care Provider (PCP)											
Grams Keith Evers Md	Practitioner - Non-Primary Care Provider (PCP)											
Petit Cynthia A Np	Practitioner - Non-Primary Care Provider (PCP)											
Gorenflo Karen Elizabeth Np	Practitioner - Non-Primary Care Provider (PCP)											
Rendano Laura Joyce	Practitioner - Non-Primary Care Provider (PCP)											
Benson Peter Kurt Md	Practitioner - Non-Primary Care Provider (PCP)											
Xiao Guang-Qian Md	Practitioner - Non-Primary Care Provider (PCP)											
Ramachandran Radha Md	Practitioner - Non-Primary Care Provider (PCP)											
Bowen Christie Lynn Np	Practitioner - Non-Primary Care Provider (PCP)											
Rehmani Shahida	Practitioner - Non-Primary Care Provider (PCP)											
Mcintyre Kevin	Practitioner - Non-Primary Care Provider (PCP)											
Chiang Olivia	Practitioner - Non-Primary Care Provider (PCP)											
Mensah Seth Md	Practitioner - Non-Primary Care Provider (PCP)											
Chen Ya Li Md	Practitioner - Non-Primary Care Provider (PCP)											
Patel Chirag Md	Practitioner - Non-Primary Care Provider (PCP)											
Gargano Bryan Md	Practitioner - Non-Primary Care Provider (PCP)											
Ibrahim Mohamed Mohamed Md	Practitioner - Non-Primary Care Provider (PCP)											
Markevicz Colleen Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Hamilton Deborah Rodriguez	Practitioner - Non-Primary Care Provider (PCP)											
Wilks Matthew Md	Practitioner - Non-Primary Care Provider (PCP)											
Ochrym Raymond Md	Practitioner - Non-Primary Care Provider (PCP)											
Ciocca Megan M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Grant Roberta Ann	Practitioner - Non-Primary Care Provider (PCP)											
Connolly Gregory Clayton Md	Practitioner - Non-Primary Care Provider (PCP)											
Hand Liesl M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Szymanski Jeffrey M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Maroldo Anthony M Md	Practitioner - Non-Primary Care Provider (PCP)											
Bumpus Suzanne Jayne	Practitioner - Non-Primary Care Provider (PCP)											
Sheppard Todd Md	Practitioner - Non-Primary Care Provider (PCP)											
Scott Jonathan M Rpa	Practitioner - Non-Primary Care Provider (PCP)											



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Ferrantino Matthew Leonard Md	Practitioner - Non-Primary Care Provider (PCP)											
Zhang Hong	Practitioner - Non-Primary Care Provider (PCP)											
Grimes David Md	Practitioner - Non-Primary Care Provider (PCP)											
Goldman Bruce	Practitioner - Non-Primary Care Provider (PCP)											
Su Stephanie Pei-Ying	Practitioner - Non-Primary Care Provider (PCP)											
Duncan Coley Bryant Md	Practitioner - Non-Primary Care Provider (PCP)											
Lyons Jason J Md	Practitioner - Non-Primary Care Provider (PCP)											
Yerman Bryce Md	Practitioner - Non-Primary Care Provider (PCP)											
Mazourek Shirley	Practitioner - Non-Primary Care Provider (PCP)											
Rodenberg Linda Ann Np	Practitioner - Non-Primary Care Provider (PCP)											
Sumner Frank A Np	Practitioner - Non-Primary Care Provider (PCP)											
Ramchandran Rajeev S Md	Practitioner - Non-Primary Care Provider (PCP)											
Charatz Seth Stuart Do	Practitioner - Non-Primary Care Provider (PCP)											
Van Sichel Kenneth N Md	Practitioner - Non-Primary Care Provider (PCP)											
Kottmann Robert Matthew Md	Practitioner - Non-Primary Care Provider (PCP)											
Malomo Alfred	Practitioner - Non-Primary Care Provider (PCP)											
Burns David Edmund Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Leonhardt Ann M Np	Practitioner - Non-Primary Care Provider (PCP)											
Pearsall Lisa Ann Md	Practitioner - Non-Primary Care Provider (PCP)											
Kelly Adam Grant Md	Practitioner - Non-Primary Care Provider (PCP)											
Selioutski Olga Do	Practitioner - Non-Primary Care Provider (PCP)											
Cloninger Mark R	Practitioner - Non-Primary Care Provider (PCP)											
Sorensen Anna F Rn	Practitioner - Non-Primary Care Provider (PCP)											
Sessler Steven Robert Dds	Practitioner - Non-Primary Care Provider (PCP)											
Murray James Andrew Do	Practitioner - Non-Primary Care Provider (PCP)											
Burtner Michele	Practitioner - Non-Primary Care Provider (PCP)											
Mohile Nimish Md	Practitioner - Non-Primary Care Provider (PCP)											
Gupta Sonia Md	Practitioner - Non-Primary Care Provider (PCP)											
Hindman Holly Butler Md	Practitioner - Non-Primary Care Provider (PCP)											
Levine Ethan Do	Practitioner - Non-Primary Care Provider (PCP)											
Chacko Jebin Mathew Md	Practitioner - Non-Primary Care Provider (PCP)											



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Hsu Chao-Yu Md	Practitioner - Non-Primary Care Provider (PCP)											
Shaheed Mohammad Rasool Md	Practitioner - Non-Primary Care Provider (PCP)											
Schroeder John Kimes Md	Practitioner - Non-Primary Care Provider (PCP)											
Buechner Deborah H Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Fitzgerald Heidi Aileen	Practitioner - Non-Primary Care Provider (PCP)											
Mammen Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Warner Julieann	Practitioner - Non-Primary Care Provider (PCP)											
Burack Walter	Practitioner - Non-Primary Care Provider (PCP)											
Arango-Mejia Ana	Practitioner - Non-Primary Care Provider (PCP)											
Ramos Ramiro Md	Practitioner - Non-Primary Care Provider (PCP)											
Madeb Ralph Raphael Md	Practitioner - Non-Primary Care Provider (PCP)											
Soler Tracy	Practitioner - Non-Primary Care Provider (PCP)											
Parker Angela P Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Fladd Donna M	Practitioner - Non-Primary Care Provider (PCP)											
Hann Glenn James	Practitioner - Non-Primary Care Provider (PCP)											
Cotton Michelle L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Dadiz Rita Do	Practitioner - Non-Primary Care Provider (PCP)											
Patrick Paul A Md	Practitioner - Non-Primary Care Provider (PCP)											
Humphrey Catherine A Md	Practitioner - Non-Primary Care Provider (PCP)											
Lavilla Mary Jo	Practitioner - Non-Primary Care Provider (PCP)											
Copella Melissa Sue Dds	Practitioner - Non-Primary Care Provider (PCP)											
Horstmann Sara Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Ragin Terri M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Sangosanya Ayodele Tolulope Md	Practitioner - Non-Primary Care Provider (PCP)											
Khishchenko Natan Md	Practitioner - Non-Primary Care Provider (PCP)											
Wint-Martin Judene	Practitioner - Non-Primary Care Provider (PCP)											
Fallone Enzo	Practitioner - Non-Primary Care Provider (PCP)											
Girgis Pierre Md	Practitioner - Non-Primary Care Provider (PCP)											
Perkins Archibald	Practitioner - Non-Primary Care Provider (PCP)											
Lantier Shelby Lyn	Practitioner - Non-Primary Care Provider (PCP)											
Cindy Ann Annechino	Practitioner - Non-Primary Care Provider (PCP)											



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Kent Joel	Practitioner - Non-Primary Care Provider (PCP)											
Dieudonne Gregory	Practitioner - Non-Primary Care Provider (PCP)											
Munsiff Sonal	Practitioner - Non-Primary Care Provider (PCP)											
Chilelli Timothy A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Sajjad Waseem Md	Practitioner - Non-Primary Care Provider (PCP)											
Leonid Segal	Practitioner - Non-Primary Care Provider (PCP)											
Subramaniam Sadhasivam	Practitioner - Non-Primary Care Provider (PCP)											
Ayesa Nazneen Mian	Practitioner - Non-Primary Care Provider (PCP)											
Brien Michelle A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Kaul Vivek	Practitioner - Non-Primary Care Provider (PCP)											
Khurana Sandhya Md	Practitioner - Non-Primary Care Provider (PCP)											
Springer Heidi Marie	Practitioner - Non-Primary Care Provider (PCP)											
Welsh Darlene K	Practitioner - Non-Primary Care Provider (PCP)											
Bethany Merklinger	Practitioner - Non-Primary Care Provider (PCP)											
Kolstee Karen Elizabeth Rn	Practitioner - Non-Primary Care Provider (PCP)											
Schuster Kimberly	Practitioner - Non-Primary Care Provider (PCP)											
Burdett Jeffrey	Practitioner - Non-Primary Care Provider (PCP)											
Weise Craig	Practitioner - Non-Primary Care Provider (PCP)											
Sanders James	Practitioner - Non-Primary Care Provider (PCP)											
Kendall-Cargill Patricia J	Practitioner - Non-Primary Care Provider (PCP)											
Rosella Peter Angelo	Practitioner - Non-Primary Care Provider (PCP)											
Phillips Britta Houghton Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Zdrojewski Amanda Rose	Practitioner - Non-Primary Care Provider (PCP)											
Shawn Newlands	Practitioner - Non-Primary Care Provider (PCP)											
Danielle E Castagnola	Practitioner - Non-Primary Care Provider (PCP)											
Graham Philip Douglas Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Keefe Kathleen Marie	Practitioner - Non-Primary Care Provider (PCP)											
Malins Timothy Jason Md	Practitioner - Non-Primary Care Provider (PCP)											
Melissa Aline Dhundale	Practitioner - Non-Primary Care Provider (PCP)											
Vallee Amy	Practitioner - Non-Primary Care Provider (PCP)											
Bansal Sunil	Practitioner - Non-Primary Care Provider (PCP)											



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Greves Christine	Practitioner - Non-Primary Care Provider (PCP)											
Burack Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Teeter Mary Ann E	Practitioner - Non-Primary Care Provider (PCP)											
Weir Patricia Amanda	Practitioner - Non-Primary Care Provider (PCP)											
Stahlecker-Etter Maryanne	Practitioner - Non-Primary Care Provider (PCP)											
Ban-Hoefen Makiko	Practitioner - Non-Primary Care Provider (PCP)											
Hamblin Jennifer Ann Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Ricca-Greene Jeanine Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hany Mosaad Boktor Md	Practitioner - Non-Primary Care Provider (PCP)											
Schmidt Ellen Renee	Practitioner - Non-Primary Care Provider (PCP)											
Serventi Jennifer Noel Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gates Debra Jean	Practitioner - Non-Primary Care Provider (PCP)											
Owens Helen	Practitioner - Non-Primary Care Provider (PCP)											
Fenton Peter	Practitioner - Non-Primary Care Provider (PCP)											
Mattingly Anne Marie	Practitioner - Non-Primary Care Provider (PCP)											
Franklin Dalena Marie	Practitioner - Non-Primary Care Provider (PCP)											
Mason Dorothy L	Practitioner - Non-Primary Care Provider (PCP)											
Mendelsohn Erica Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Stalica Jennifer Jean	Practitioner - Non-Primary Care Provider (PCP)											
Zurich Linda Watson	Practitioner - Non-Primary Care Provider (PCP)											
Mendler Jason Harold	Practitioner - Non-Primary Care Provider (PCP)											
Daugherty Louis	Practitioner - Non-Primary Care Provider (PCP)											
Menzies Isaura Bernaldina Md	Practitioner - Non-Primary Care Provider (PCP)											
Elfar John Claude	Practitioner - Non-Primary Care Provider (PCP)											
Chaddock Diana L	Practitioner - Non-Primary Care Provider (PCP)											
Mccaffery Jennifer Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Almast Jeevak	Practitioner - Non-Primary Care Provider (PCP)											
Morgan Mary Anne Meirs	Practitioner - Non-Primary Care Provider (PCP)											
Carletta Alison	Practitioner - Non-Primary Care Provider (PCP)											
Riccio Dustin Michael	Practitioner - Non-Primary Care Provider (PCP)											
Marotta Stacy A	Practitioner - Non-Primary Care Provider (PCP)											



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Daniel Shand Peter	Practitioner - Non-Primary Care Provider (PCP)											
Ramsey Allison Clare Md	Practitioner - Non-Primary Care Provider (PCP)											
Hall Edward F Md	Practitioner - Non-Primary Care Provider (PCP)											
Ryan William Connell	Practitioner - Non-Primary Care Provider (PCP)											
Graver Erika Kristin Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Brydalski Adrienne Marie Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Buss Jason Charles Md	Practitioner - Non-Primary Care Provider (PCP)											
Patterson Jane Lyons	Practitioner - Non-Primary Care Provider (PCP)											
Sara Beth Eleoff	Practitioner - Non-Primary Care Provider (PCP)											
Fatima Masrur	Practitioner - Non-Primary Care Provider (PCP)											
Karnes Angela F	Practitioner - Non-Primary Care Provider (PCP)											
Bodell Mabel Amelia Md	Practitioner - Non-Primary Care Provider (PCP)											
Singh Sandeep	Practitioner - Non-Primary Care Provider (PCP)											
Wandtke Ben	Practitioner - Non-Primary Care Provider (PCP)											
Hettinger Aaron	Practitioner - Non-Primary Care Provider (PCP)											
Poligone Brian	Practitioner - Non-Primary Care Provider (PCP)											
Rosenblatt Robert	Practitioner - Non-Primary Care Provider (PCP)											
Burke Chris	Practitioner - Non-Primary Care Provider (PCP)											
Whitford Melissa Anne	Practitioner - Non-Primary Care Provider (PCP)											
Mclean Amy Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Crossett Crystal Mae Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Raymond Luy Bejerano	Practitioner - Non-Primary Care Provider (PCP)											
Anil Varghese Job	Practitioner - Non-Primary Care Provider (PCP)											
Previte Colby Anne Hunter Md	Practitioner - Non-Primary Care Provider (PCP)											
Gray Donna Kay Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Walker Barbara	Practitioner - Non-Primary Care Provider (PCP)											
Spring Camberly Ipson Md	Practitioner - Non-Primary Care Provider (PCP)											
Ladrigan Michael Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Wan Yang Park	Practitioner - Non-Primary Care Provider (PCP)											
Imran Farhan Shahzad Md	Practitioner - Non-Primary Care Provider (PCP)											
Previte Gregory James Hunter Md	Practitioner - Non-Primary Care Provider (PCP)											



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Adler Sherrie A	Practitioner - Non-Primary Care Provider (PCP)											
Pasternak Robert	Practitioner - Non-Primary Care Provider (PCP)											
Chuprun Dmitry Md	Practitioner - Non-Primary Care Provider (PCP)											
Domajnko Bastian Md	Practitioner - Non-Primary Care Provider (PCP)											
Evans Ryan	Practitioner - Non-Primary Care Provider (PCP)											
Gillespie David	Practitioner - Non-Primary Care Provider (PCP)											
Schafer Jill	Practitioner - Non-Primary Care Provider (PCP)											
Betstadt Sarah	Practitioner - Non-Primary Care Provider (PCP)											
Gilmore Elaine	Practitioner - Non-Primary Care Provider (PCP)											
Keyes Jr Michael Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Halliwell Kenneth	Practitioner - Non-Primary Care Provider (PCP)											
Hackney Lisa	Practitioner - Non-Primary Care Provider (PCP)											
Lowenguth Greg	Practitioner - Non-Primary Care Provider (PCP)											
Phyllis Tawian Md	Practitioner - Non-Primary Care Provider (PCP)											
Jahromi Babak S Md	Practitioner - Non-Primary Care Provider (PCP)											
D Arcy Jo Gaisser	Practitioner - Non-Primary Care Provider (PCP)											
Trumbo Roy Wade Md	Practitioner - Non-Primary Care Provider (PCP)											
Sherman Kathleen Denise Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Amin Rutvic Markandbhai	Practitioner - Non-Primary Care Provider (PCP)											
Manelis Joshua Brent Md	Practitioner - Non-Primary Care Provider (PCP)											
Erin Mcternan Dmd	Practitioner - Non-Primary Care Provider (PCP)											
Bohan James Md	Practitioner - Non-Primary Care Provider (PCP)											
Rademacher Erin	Practitioner - Non-Primary Care Provider (PCP)											
Coles Mandy	Practitioner - Non-Primary Care Provider (PCP)											
Jarvinen Kirsi M Md	Practitioner - Non-Primary Care Provider (PCP)											
Medeiros Lori Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Robert Abram Debadts Jr	Practitioner - Non-Primary Care Provider (PCP)											
Roach Marisa Jenna Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Moalem Jacob Md	Practitioner - Non-Primary Care Provider (PCP)											
Donovan Jason Michael Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Chan-Hung Nelson Md	Practitioner - Non-Primary Care Provider (PCP)											



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Czymmek Maria Victoria	Practitioner - Non-Primary Care Provider (PCP)											
Claudia Hriesik	Practitioner - Non-Primary Care Provider (PCP)											
Jonovich Sarah Jayne Phd	Practitioner - Non-Primary Care Provider (PCP)											
Augustine Erika	Practitioner - Non-Primary Care Provider (PCP)											
Hackney David	Practitioner - Non-Primary Care Provider (PCP)											
Zhou Zhongren	Practitioner - Non-Primary Care Provider (PCP)											
Puran Alexie Md	Practitioner - Non-Primary Care Provider (PCP)											
Doyle Dana Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Rizvi Irfan Adib	Practitioner - Non-Primary Care Provider (PCP)											
Mirakhor Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Leshar Cory John	Practitioner - Non-Primary Care Provider (PCP)											
Bianchi Luanne Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Silverman Laura Beth Phd	Practitioner - Non-Primary Care Provider (PCP)											
Denysenko Gregory	Practitioner - Non-Primary Care Provider (PCP)											
Bhatt Shweta	Practitioner - Non-Primary Care Provider (PCP)											
Monson John Rowat Telford Md	Practitioner - Non-Primary Care Provider (PCP)											
Taddeo Christina	Practitioner - Non-Primary Care Provider (PCP)											
Lister Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Hou Runhua	Practitioner - Non-Primary Care Provider (PCP)											
Otoole Laurie Sue	Practitioner - Non-Primary Care Provider (PCP)											
Ryan Melissa M	Practitioner - Non-Primary Care Provider (PCP)											
Crystal Klumpp	Practitioner - Non-Primary Care Provider (PCP)											
Fricke Ann Ford	Practitioner - Non-Primary Care Provider (PCP)											
Yousef Samir Edward Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcgruder Erin Lizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Exter Katherine S	Practitioner - Non-Primary Care Provider (PCP)											
Lacure Susan Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Stanton Michael A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Porter George	Practitioner - Non-Primary Care Provider (PCP)											
Dobbs Carie E	Practitioner - Non-Primary Care Provider (PCP)											
Millner Abby Rose Rpa	Practitioner - Non-Primary Care Provider (PCP)											



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Merenda Marcia J Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Hammes Stephen R Md	Practitioner - Non-Primary Care Provider (PCP)												
Wittek Michael G Pa	Practitioner - Non-Primary Care Provider (PCP)												
Eran Melissa Muto	Practitioner - Non-Primary Care Provider (PCP)												
Peters Doreen Ann	Practitioner - Non-Primary Care Provider (PCP)												
Hoose Katherine Scrimgeour Np	Practitioner - Non-Primary Care Provider (PCP)												
Damann Krista Marguerite Phd	Practitioner - Non-Primary Care Provider (PCP)												
Trumbo Julia Mathew Md	Practitioner - Non-Primary Care Provider (PCP)												
Barbato Megan K	Practitioner - Non-Primary Care Provider (PCP)												
Azzarelo Lisa K	Practitioner - Non-Primary Care Provider (PCP)												
Deborah Ruth Pittinaro	Practitioner - Non-Primary Care Provider (PCP)												
Arnold William Facklam Iii	Practitioner - Non-Primary Care Provider (PCP)												
Gonzalez Andrea Pilar Pa	Practitioner - Non-Primary Care Provider (PCP)												
Misodi Emmanuel O Md	Practitioner - Non-Primary Care Provider (PCP)												
Bloom Michelle Lynn Pa	Practitioner - Non-Primary Care Provider (PCP)												
Mcdonald Christina Michelle	Practitioner - Non-Primary Care Provider (PCP)												
Holcomb Brenda M Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Crane Peter William Md	Practitioner - Non-Primary Care Provider (PCP)												
Werzinger Debra Groth Pa	Practitioner - Non-Primary Care Provider (PCP)												
Evans Brenda F	Practitioner - Non-Primary Care Provider (PCP)												
George Tiffany Claire Np	Practitioner - Non-Primary Care Provider (PCP)												
Wohlers Bridget Christine Np	Practitioner - Non-Primary Care Provider (PCP)												
Knight Kristin Mae Md	Practitioner - Non-Primary Care Provider (PCP)												
Luo Pifu	Practitioner - Non-Primary Care Provider (PCP)												
Rizvi Ghousia	Practitioner - Non-Primary Care Provider (PCP)												
Raub Jonathan	Practitioner - Non-Primary Care Provider (PCP)												
Augustine Marilyn Francis Md	Practitioner - Non-Primary Care Provider (PCP)												
Debadts Emily M Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Kheyfits Valeriy Md	Practitioner - Non-Primary Care Provider (PCP)												
Hutchinson Karen Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)												
Schaeffer Christopher James Md	Practitioner - Non-Primary Care Provider (PCP)												



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Jonovich Matthew Ronald	Practitioner - Non-Primary Care Provider (PCP)											
Kim Jason Kwangyon	Practitioner - Non-Primary Care Provider (PCP)											
Mcmorrow Christie	Practitioner - Non-Primary Care Provider (PCP)											
Sheils Lucy	Practitioner - Non-Primary Care Provider (PCP)											
Fricke William	Practitioner - Non-Primary Care Provider (PCP)											
Hatem Fadhi	Practitioner - Non-Primary Care Provider (PCP)											
Murray Deborah	Practitioner - Non-Primary Care Provider (PCP)											
Riedy Dawn	Practitioner - Non-Primary Care Provider (PCP)											
Ik-Kwon Md	Practitioner - Non-Primary Care Provider (PCP)											
Lavigne Catherine Michelle Md	Practitioner - Non-Primary Care Provider (PCP)											
Elizabeth W Mckinley	Practitioner - Non-Primary Care Provider (PCP)											
Pyne Devaraj	Practitioner - Non-Primary Care Provider (PCP)											
Genett Karen Saloy Np	Practitioner - Non-Primary Care Provider (PCP)											
Firendino Lynn Ann	Practitioner - Non-Primary Care Provider (PCP)											
Gilman Tracy Elizabeth Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Minton Timothy John Md	Practitioner - Non-Primary Care Provider (PCP)											
Barbieri Cheryl Ann	Practitioner - Non-Primary Care Provider (PCP)											
Burfield Jennifer Lee	Practitioner - Non-Primary Care Provider (PCP)											
Macpherson Jennifer Ann	Practitioner - Non-Primary Care Provider (PCP)											
Dickerson Victoria Jean Md	Practitioner - Non-Primary Care Provider (PCP)											
Jamshed Saad	Practitioner - Non-Primary Care Provider (PCP)											
King Kellin Anne Davis Md	Practitioner - Non-Primary Care Provider (PCP)											
Haynes Jeffrey Caleb	Practitioner - Non-Primary Care Provider (PCP)											
Rhodes Michael	Practitioner - Non-Primary Care Provider (PCP)											
Markowitch Jr. Walter	Practitioner - Non-Primary Care Provider (PCP)											
Ramaraju Gopal Anjaneya	Practitioner - Non-Primary Care Provider (PCP)											
Emily Grace Fanciullo	Practitioner - Non-Primary Care Provider (PCP)											
O'Rourke Brigid Patricia Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gramer Richard Lance	Practitioner - Non-Primary Care Provider (PCP)											
Rosinski Gregory Wayne	Practitioner - Non-Primary Care Provider (PCP)											
Berkner Jonathan P Rpa	Practitioner - Non-Primary Care Provider (PCP)											



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Thomas Sabu	Practitioner - Non-Primary Care Provider (PCP)											
Demilio Daniel	Practitioner - Non-Primary Care Provider (PCP)											
Cakir Josephine G	Practitioner - Non-Primary Care Provider (PCP)											
Sraddha Prativadi Md	Practitioner - Non-Primary Care Provider (PCP)											
Jadhav Nagesh R Md	Practitioner - Non-Primary Care Provider (PCP)											
Carlson Beth Loren Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Francone Todd D	Practitioner - Non-Primary Care Provider (PCP)											
Marroquin Carlos E Md	Practitioner - Non-Primary Care Provider (PCP)											
Wensel Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Holmquist Todd	Practitioner - Non-Primary Care Provider (PCP)											
Crane Benjamin	Practitioner - Non-Primary Care Provider (PCP)											
Van Der Sloot Paul	Practitioner - Non-Primary Care Provider (PCP)											
Oherron Timothy Michael Md	Practitioner - Non-Primary Care Provider (PCP)											
Katsetos Antonios Damon	Practitioner - Non-Primary Care Provider (PCP)											
Brown Anne Marie L	Practitioner - Non-Primary Care Provider (PCP)											
Cellini Christina	Practitioner - Non-Primary Care Provider (PCP)											
Amy Benjamin-Pratt Md	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Diane Marie Np	Practitioner - Non-Primary Care Provider (PCP)											
Mustafa Syed Shahzad	Practitioner - Non-Primary Care Provider (PCP)											
Coca Andreea Md	Practitioner - Non-Primary Care Provider (PCP)											
Klimt Nicole Claudia	Practitioner - Non-Primary Care Provider (PCP)											
Raville Kevin Paul	Practitioner - Non-Primary Care Provider (PCP)											
Matteson Ashleigh Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Nicandri Katrina Fox Md	Practitioner - Non-Primary Care Provider (PCP)											
Qazi Mustafa	Practitioner - Non-Primary Care Provider (PCP)											
Benjamin Plank Md	Practitioner - Non-Primary Care Provider (PCP)											
Faltas Bishoy Sobhy Morris Md	Practitioner - Non-Primary Care Provider (PCP)											
Gyle Andrew A	Practitioner - Non-Primary Care Provider (PCP)											
Jimena Cubillos	Practitioner - Non-Primary Care Provider (PCP)											
Mahajan Angela	Practitioner - Non-Primary Care Provider (PCP)											
Palermo Bernadette K Rpa	Practitioner - Non-Primary Care Provider (PCP)											



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Franklin Keith	Practitioner - Non-Primary Care Provider (PCP)											
Wesson Nancy G	Practitioner - Non-Primary Care Provider (PCP)											
Kaniecki Lisa E	Practitioner - Non-Primary Care Provider (PCP)											
Diehl Courtenay Laryssa	Practitioner - Non-Primary Care Provider (PCP)											
Matthew Christopher Miller	Practitioner - Non-Primary Care Provider (PCP)											
Bell Derek Edward	Practitioner - Non-Primary Care Provider (PCP)											
Sciortino Vincenzina Mary	Practitioner - Non-Primary Care Provider (PCP)											
Santiago Michael	Practitioner - Non-Primary Care Provider (PCP)											
Nicandri Gregg Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Jackson Elizabeth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Silberman Sheryl Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Goldberg Amy E	Practitioner - Non-Primary Care Provider (PCP)											
Barshay Veniamin	Practitioner - Non-Primary Care Provider (PCP)											
Chilungu Michael	Practitioner - Non-Primary Care Provider (PCP)											
Hezel Aram Francis	Practitioner - Non-Primary Care Provider (PCP)											
Zane Gary Samuel	Practitioner - Non-Primary Care Provider (PCP)											
Norcross Chelsea	Practitioner - Non-Primary Care Provider (PCP)											
Tyler Wakenda Kachina	Practitioner - Non-Primary Care Provider (PCP)											
I-Hweii Amy Chen	Practitioner - Non-Primary Care Provider (PCP)											
Overhoff Gina Marie Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Barry Christopher Taylor	Practitioner - Non-Primary Care Provider (PCP)											
Vereecke Christopher Robert	Practitioner - Non-Primary Care Provider (PCP)											
Battle Kerry M	Practitioner - Non-Primary Care Provider (PCP)											
Dorkhom Jack Michael	Practitioner - Non-Primary Care Provider (PCP)											
John W Gibbs Do	Practitioner - Non-Primary Care Provider (PCP)											
Thomas Sajeena Geevarghese	Practitioner - Non-Primary Care Provider (PCP)											
Brecker Ryan Paul	Practitioner - Non-Primary Care Provider (PCP)											
Mcgee Kelly M Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hand Ryan Keith Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Beharry Meera Surujdal	Practitioner - Non-Primary Care Provider (PCP)											
Singh Deepinder	Practitioner - Non-Primary Care Provider (PCP)											



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Sreedharan Priya	Practitioner - Non-Primary Care Provider (PCP)											
Manzoor Khalid Md	Practitioner - Non-Primary Care Provider (PCP)											
Lee Eun Ha	Practitioner - Non-Primary Care Provider (PCP)											
Marcy Cardona Mulconry	Practitioner - Non-Primary Care Provider (PCP)											
Shevlin Jeffrey Mark Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Hurley Wendy	Practitioner - Non-Primary Care Provider (PCP)											
Stobie David Wemyss	Practitioner - Non-Primary Care Provider (PCP)											
Smith Kristin	Practitioner - Non-Primary Care Provider (PCP)											
Mackenzie Kristen Elaine Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Rightmier Craig Michael	Practitioner - Non-Primary Care Provider (PCP)											
Delisio John Paul	Practitioner - Non-Primary Care Provider (PCP)											
Coyle Kristin	Practitioner - Non-Primary Care Provider (PCP)											
Lamarche Scott	Practitioner - Non-Primary Care Provider (PCP)											
Natalie L Ball	Practitioner - Non-Primary Care Provider (PCP)											
Svoren Britta Maria	Practitioner - Non-Primary Care Provider (PCP)											
Williams Zoe Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
Jo Colleen Oconnor	Practitioner - Non-Primary Care Provider (PCP)											
Jeremy L Lux Do	Practitioner - Non-Primary Care Provider (PCP)											
Makula Peter Stefan	Practitioner - Non-Primary Care Provider (PCP)											
Holland George	Practitioner - Non-Primary Care Provider (PCP)											
Aronzon Denise	Practitioner - Non-Primary Care Provider (PCP)											
Hobbs Susan	Practitioner - Non-Primary Care Provider (PCP)											
Lowenstein Charles	Practitioner - Non-Primary Care Provider (PCP)											
Seguin Theresa Ann	Practitioner - Non-Primary Care Provider (PCP)											
Unger Beth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Acomb Monica J	Practitioner - Non-Primary Care Provider (PCP)											
Allen Jana Leigh	Practitioner - Non-Primary Care Provider (PCP)											
Johan G Blickman	Practitioner - Non-Primary Care Provider (PCP)											
Ozden Nuri	Practitioner - Non-Primary Care Provider (PCP)											
Cadieus-Milliken Theresa Mary	Practitioner - Non-Primary Care Provider (PCP)											
Vijay Aluri Md	Practitioner - Non-Primary Care Provider (PCP)											



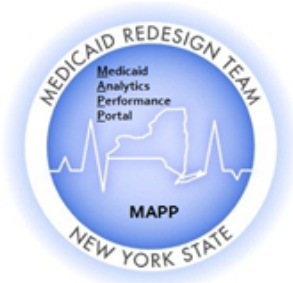
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Roesser Jessica Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Stevens Joanne B	Practitioner - Non-Primary Care Provider (PCP)											
Chatterton Sarah Anne	Practitioner - Non-Primary Care Provider (PCP)											
Patrick Julian Reid	Practitioner - Non-Primary Care Provider (PCP)											
Nasta Mary E Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gensini Paez Francisco Javier	Practitioner - Non-Primary Care Provider (PCP)											
Cardella Laura Henrichs	Practitioner - Non-Primary Care Provider (PCP)											
Kolb David	Practitioner - Non-Primary Care Provider (PCP)											
Allen Lynn Marie	Practitioner - Non-Primary Care Provider (PCP)											
Earley Mary Beth	Practitioner - Non-Primary Care Provider (PCP)											
Bahrailom Salah	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Neal Whitney	Practitioner - Non-Primary Care Provider (PCP)											
Paczek Annette	Practitioner - Non-Primary Care Provider (PCP)											
O'Hearn Amanda	Practitioner - Non-Primary Care Provider (PCP)											
Sharma Ashwani	Practitioner - Non-Primary Care Provider (PCP)											
Swogger Marc	Practitioner - Non-Primary Care Provider (PCP)											
Usuki Kenneth Yukio	Practitioner - Non-Primary Care Provider (PCP)											
Teisl Michael	Practitioner - Non-Primary Care Provider (PCP)											
Rubinova Rakil Do	Practitioner - Non-Primary Care Provider (PCP)											
Zabitchuck Carolyn M	Practitioner - Non-Primary Care Provider (PCP)											
Subin Kenneth Paul	Practitioner - Non-Primary Care Provider (PCP)											
Shafer Karole	Practitioner - Non-Primary Care Provider (PCP)											
Shannon Dana L	Practitioner - Non-Primary Care Provider (PCP)											
Padela Aasim Ilyas	Practitioner - Non-Primary Care Provider (PCP)											
Rivero Michael Joseph Md	Practitioner - Non-Primary Care Provider (PCP)											
Kerr Eric Alan	Practitioner - Non-Primary Care Provider (PCP)											
Gitzelmann Christopher Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Kerley Deborah Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Rasheed Mariam Shanza	Practitioner - Non-Primary Care Provider (PCP)											
Cui Xingjia	Practitioner - Non-Primary Care Provider (PCP)											
Steele Tanya Lyn Rpa	Practitioner - Non-Primary Care Provider (PCP)											



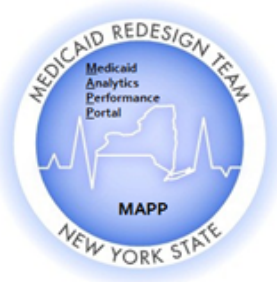
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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

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Marroquin Bridget Murphy	Practitioner - Non-Primary Care Provider (PCP)											
Marino Lauren C	Practitioner - Non-Primary Care Provider (PCP)											
Friebel Andrew Mark	Practitioner - Non-Primary Care Provider (PCP)											
Torres Christopher D	Practitioner - Non-Primary Care Provider (PCP)											
Griffith Eric Michael	Practitioner - Non-Primary Care Provider (PCP)											
Martin Patrick W	Practitioner - Non-Primary Care Provider (PCP)											
Petroski Tara Marie	Practitioner - Non-Primary Care Provider (PCP)											
Russell Samuel John Pa	Practitioner - Non-Primary Care Provider (PCP)											
Wager Mary L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Bress Jonathan Wade Md	Practitioner - Non-Primary Care Provider (PCP)											
Mansfield Sharon L	Practitioner - Non-Primary Care Provider (PCP)											
Gutman Jason Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Scott Latoya Kiwana	Practitioner - Non-Primary Care Provider (PCP)											
Shamoon Zafar	Practitioner - Non-Primary Care Provider (PCP)											
Pellegrino Renee Marie	Practitioner - Non-Primary Care Provider (PCP)											
Miller Mary Louise	Practitioner - Non-Primary Care Provider (PCP)											
Mallory Ashley Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Akerelrea Carla Rose	Practitioner - Non-Primary Care Provider (PCP)											
Burroughs Kathryn A	Practitioner - Non-Primary Care Provider (PCP)											
Christopher A Mills	Practitioner - Non-Primary Care Provider (PCP)											
Kaplan Cara E	Practitioner - Non-Primary Care Provider (PCP)											
Hohler Melinda F	Practitioner - Non-Primary Care Provider (PCP)											
Spilberg Catherine T	Practitioner - Non-Primary Care Provider (PCP)											
Mosher Nicole Marie	Practitioner - Non-Primary Care Provider (PCP)											
Busch Stephanie Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Schipper Debra L	Practitioner - Non-Primary Care Provider (PCP)											
Kamath Cholpady	Practitioner - Non-Primary Care Provider (PCP)											
Carlson David	Practitioner - Non-Primary Care Provider (PCP)											
Amy L Alvaro	Practitioner - Non-Primary Care Provider (PCP)											
Gnage Kristen Ann	Practitioner - Non-Primary Care Provider (PCP)											
Chennell Todd Brian	Practitioner - Non-Primary Care Provider (PCP)											



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Paull Beth L	Practitioner - Non-Primary Care Provider (PCP)												
Herman Adam David	Practitioner - Non-Primary Care Provider (PCP)												
Sharp Daryl L	Practitioner - Non-Primary Care Provider (PCP)												
Hanzlik Stephanie Alexandra Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Nobles Lisa M Rpa	Practitioner - Non-Primary Care Provider (PCP)												
Mehul P Patel	Practitioner - Non-Primary Care Provider (PCP)												
Spear Sharon Elizabeth	Practitioner - Non-Primary Care Provider (PCP)												
Peck Christine E	Practitioner - Non-Primary Care Provider (PCP)												
Yamshchikov Alexandra Vladimir	Practitioner - Non-Primary Care Provider (PCP)												
Ankur Chandra	Practitioner - Non-Primary Care Provider (PCP)												
Whelpley Robert Wightman	Practitioner - Non-Primary Care Provider (PCP)												
Wu Joanne	Practitioner - Non-Primary Care Provider (PCP)												
Rindal Kirsten Erika	Practitioner - Non-Primary Care Provider (PCP)												
Oh Irvin Chung	Practitioner - Non-Primary Care Provider (PCP)												
Gallagher James Daniel	Practitioner - Non-Primary Care Provider (PCP)												
Jackson Jennifer	Practitioner - Non-Primary Care Provider (PCP)												
Bath Shelley Singh	Practitioner - Non-Primary Care Provider (PCP)												
Vidal Carmen M Dds	Practitioner - Non-Primary Care Provider (PCP)												
Martin Heather A	Practitioner - Non-Primary Care Provider (PCP)												
Lane Heather	Practitioner - Non-Primary Care Provider (PCP)												
Coryell Tatyana Petrovna	Practitioner - Non-Primary Care Provider (PCP)												
Huffman Allison Sandra Np	Practitioner - Non-Primary Care Provider (PCP)												
Lu Michael Ya-Wei	Practitioner - Non-Primary Care Provider (PCP)												
Murray Elizabeth B	Practitioner - Non-Primary Care Provider (PCP)												
Wiedl Christina Marie	Practitioner - Non-Primary Care Provider (PCP)												
Moore Catherine Anne	Practitioner - Non-Primary Care Provider (PCP)												
Hoover Kimberly C	Practitioner - Non-Primary Care Provider (PCP)												
Mcclintic Benjamin Ridge	Practitioner - Non-Primary Care Provider (PCP)												
Ching Chin-Lin	Practitioner - Non-Primary Care Provider (PCP)												
Greenberg Brian Scott	Practitioner - Non-Primary Care Provider (PCP)												
Ferrantino Michael Andrew	Practitioner - Non-Primary Care Provider (PCP)												



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Legler Niki	Practitioner - Non-Primary Care Provider (PCP)											
Pigeon Wilfred	Practitioner - Non-Primary Care Provider (PCP)											
Cooley Brenda	Practitioner - Non-Primary Care Provider (PCP)											
Wismueller Axel	Practitioner - Non-Primary Care Provider (PCP)											
Waltz Helene Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Shelton Ryan R	Practitioner - Non-Primary Care Provider (PCP)											
Guset Valentin Grigore Md	Practitioner - Non-Primary Care Provider (PCP)											
Khalifa Yousuf M	Practitioner - Non-Primary Care Provider (PCP)											
Sifain Andrew Rami	Practitioner - Non-Primary Care Provider (PCP)											
Goodberlet Denise M	Practitioner - Non-Primary Care Provider (PCP)											
Scheible Kristin Marie	Practitioner - Non-Primary Care Provider (PCP)											
Brenyo Andrew James	Practitioner - Non-Primary Care Provider (PCP)											
Mason Susan M	Practitioner - Non-Primary Care Provider (PCP)											
Craig Mark Stephen	Practitioner - Non-Primary Care Provider (PCP)											
O'Dwyer Kristen Marie	Practitioner - Non-Primary Care Provider (PCP)											
Taylor Kathy A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Stulpin Karen Ann	Practitioner - Non-Primary Care Provider (PCP)											
Singer Gregory M	Practitioner - Non-Primary Care Provider (PCP)											
Shafia Ismat	Practitioner - Non-Primary Care Provider (PCP)											
Gabel Conger Jonathan	Practitioner - Non-Primary Care Provider (PCP)											
Young Pamela Garroway	Practitioner - Non-Primary Care Provider (PCP)											
Brown Stephanie	Practitioner - Non-Primary Care Provider (PCP)											
Fagan Kelly Anne	Practitioner - Non-Primary Care Provider (PCP)											
Hsiao Victoria Chiayu	Practitioner - Non-Primary Care Provider (PCP)											
Galka Eva	Practitioner - Non-Primary Care Provider (PCP)											
Hayton-Oechsle Laura L	Practitioner - Non-Primary Care Provider (PCP)											
Richman Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Cooper Jana	Practitioner - Non-Primary Care Provider (PCP)											
Yachelevich Naomi	Practitioner - Non-Primary Care Provider (PCP)											
Gilmandyar Dzhamala	Practitioner - Non-Primary Care Provider (PCP)											
Khera Oner Ali	Practitioner - Non-Primary Care Provider (PCP)											



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Son Hongju	Practitioner - Non-Primary Care Provider (PCP)											
Cao Wenqin	Practitioner - Non-Primary Care Provider (PCP)											
Barr Paul Michael	Practitioner - Non-Primary Care Provider (PCP)											
Andolina Jeffrey Robert	Practitioner - Non-Primary Care Provider (PCP)											
Victoria Lynn Mesko	Practitioner - Non-Primary Care Provider (PCP)											
Angitipalli Mallika Md	Practitioner - Non-Primary Care Provider (PCP)											
Baker Adams Mitchell Iii	Practitioner - Non-Primary Care Provider (PCP)											
Andross Jay Mikhael	Practitioner - Non-Primary Care Provider (PCP)											
Colucci Patricia Jean	Practitioner - Non-Primary Care Provider (PCP)											
Pedulla Angelo Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Ferdman Barbara Rae	Practitioner - Non-Primary Care Provider (PCP)											
Parag Pramukh Patel	Practitioner - Non-Primary Care Provider (PCP)											
Dougherty Jamie	Practitioner - Non-Primary Care Provider (PCP)											
Giordano Brian David	Practitioner - Non-Primary Care Provider (PCP)											
Varghese Sherry Susan	Practitioner - Non-Primary Care Provider (PCP)											
Alag Karan Singh Md	Practitioner - Non-Primary Care Provider (PCP)											
Patricia Ann Perkowski	Practitioner - Non-Primary Care Provider (PCP)											
Murphy Morgan L	Practitioner - Non-Primary Care Provider (PCP)											
Lamarche Patricia Kowalik	Practitioner - Non-Primary Care Provider (PCP)											
Ibrahim Sherrif F	Practitioner - Non-Primary Care Provider (PCP)											
Schroeder Catherine A	Practitioner - Non-Primary Care Provider (PCP)											
Van Voorhis Kathy Louise	Practitioner - Non-Primary Care Provider (PCP)											
Nayak Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Varghese Sharlin	Practitioner - Non-Primary Care Provider (PCP)											
Marcus Jonathan	Practitioner - Non-Primary Care Provider (PCP)											
Burke Joy Ellen	Practitioner - Non-Primary Care Provider (PCP)											
Huber Samuel	Practitioner - Non-Primary Care Provider (PCP)											
Flynn Kathryn B	Practitioner - Non-Primary Care Provider (PCP)											
Delucia Lisa Marie	Practitioner - Non-Primary Care Provider (PCP)											
Ketz John Paul	Practitioner - Non-Primary Care Provider (PCP)											
Egan Joann Romano Np	Practitioner - Non-Primary Care Provider (PCP)											



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Wiegand Timothy Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Edgett Robin Carla	Practitioner - Non-Primary Care Provider (PCP)											
Lingutla Deerajath	Practitioner - Non-Primary Care Provider (PCP)											
Muhammad Usman Anwar Bhatta Do	Practitioner - Non-Primary Care Provider (PCP)											
Marston Bethany Anne	Practitioner - Non-Primary Care Provider (PCP)											
Mangarelli Patricia Ann	Practitioner - Non-Primary Care Provider (PCP)											
Williams Eve M Md	Practitioner - Non-Primary Care Provider (PCP)											
Dellis James Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Fayyaz Jazeela	Practitioner - Non-Primary Care Provider (PCP)											
Hoffman Robyn L	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Natasha Lyn	Practitioner - Non-Primary Care Provider (PCP)											
Krishnamurthy Mahesh	Practitioner - Non-Primary Care Provider (PCP)											
Martinez-Capolino Cynthia	Practitioner - Non-Primary Care Provider (PCP)											
Dhaliwal Tejwinder K	Practitioner - Non-Primary Care Provider (PCP)											
Tompkins Christine	Practitioner - Non-Primary Care Provider (PCP)											
Azhar Ashaur	Practitioner - Non-Primary Care Provider (PCP)											
Branton Afton Marie	Practitioner - Non-Primary Care Provider (PCP)											
Leja Carolyn Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Seifert Amy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Trzcinski Bettina Lynd	Practitioner - Non-Primary Care Provider (PCP)											
Tenebruso Kristine Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Maddison Jennifer Charles	Practitioner - Non-Primary Care Provider (PCP)											
Harris Tucker Martin Md	Practitioner - Non-Primary Care Provider (PCP)											
Lien Susan Fai	Practitioner - Non-Primary Care Provider (PCP)											
Mulbury Jennifer Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Lee Winifred Wai-Yee	Practitioner - Non-Primary Care Provider (PCP)											
Fugle Anne	Practitioner - Non-Primary Care Provider (PCP)											
Gardy Dorota Sylvia	Practitioner - Non-Primary Care Provider (PCP)											
Lynch Christyann Np	Practitioner - Non-Primary Care Provider (PCP)											
Grego Patricia Jean	Practitioner - Non-Primary Care Provider (PCP)											
Caffery Therese Ann	Practitioner - Non-Primary Care Provider (PCP)											



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Shafiq Nusrat	Practitioner - Non-Primary Care Provider (PCP)											
Gaetano Patricia	Practitioner - Non-Primary Care Provider (PCP)											
Steinwachs Carrie J	Practitioner - Non-Primary Care Provider (PCP)											
Coons James R Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Cox Heather Anne	Practitioner - Non-Primary Care Provider (PCP)											
Edmunds, Jr. Frederick	Practitioner - Non-Primary Care Provider (PCP)											
Kovac-Tantalo Linda	Practitioner - Non-Primary Care Provider (PCP)											
Villanueva Raissa	Practitioner - Non-Primary Care Provider (PCP)											
Arendt Anne Marie	Practitioner - Non-Primary Care Provider (PCP)											
Jacobs Michael J	Practitioner - Non-Primary Care Provider (PCP)											
Vaccarelli Laurie	Practitioner - Non-Primary Care Provider (PCP)											
Statland Jeffrey M	Practitioner - Non-Primary Care Provider (PCP)											
Holahan Mary Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Christine Renee Koernig	Practitioner - Non-Primary Care Provider (PCP)											
Gonzalez Ronald	Practitioner - Non-Primary Care Provider (PCP)											
Xue Jingbing	Practitioner - Non-Primary Care Provider (PCP)											
Repogle Robert E	Practitioner - Non-Primary Care Provider (PCP)											
Sarah S Hossenlopp	Practitioner - Non-Primary Care Provider (PCP)											
Stutsrim Ashlee E	Practitioner - Non-Primary Care Provider (PCP)											
Argentieri Jennifer Ann	Practitioner - Non-Primary Care Provider (PCP)											
Mcgoff Jennifer Carrie	Practitioner - Non-Primary Care Provider (PCP)											
Yusuf Hajara	Practitioner - Non-Primary Care Provider (PCP)											
Sullivan Jessica	Practitioner - Non-Primary Care Provider (PCP)											
Mcgahan Stacey	Practitioner - Non-Primary Care Provider (PCP)											
Fague Carol Diane	Practitioner - Non-Primary Care Provider (PCP)											
Timm Jennifer Marie	Practitioner - Non-Primary Care Provider (PCP)											
Lang Mary S	Practitioner - Non-Primary Care Provider (PCP)											
Weiler Lynne E	Practitioner - Non-Primary Care Provider (PCP)											
Mckee Lori Jeanne	Practitioner - Non-Primary Care Provider (PCP)											
Font Amy M	Practitioner - Non-Primary Care Provider (PCP)											
Rich Lynn N	Practitioner - Non-Primary Care Provider (PCP)											



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Mcelhinney Carolyn Ann	Practitioner - Non-Primary Care Provider (PCP)											
Yirinec Kim Waldman	Practitioner - Non-Primary Care Provider (PCP)											
Benziger David Reed	Practitioner - Non-Primary Care Provider (PCP)											
Leigh-Simms Kathleen	Practitioner - Non-Primary Care Provider (PCP)											
Clary Karen	Practitioner - Non-Primary Care Provider (PCP)											
Sidhu Kamaljit	Practitioner - Non-Primary Care Provider (PCP)											
Syed Labib	Practitioner - Non-Primary Care Provider (PCP)											
Hussain Ali	Practitioner - Non-Primary Care Provider (PCP)											
Christiano-Neto Jose	Practitioner - Non-Primary Care Provider (PCP)											
Vanduyne Kayleigh Breanne	Practitioner - Non-Primary Care Provider (PCP)											
Leberth Christopher Michael	Practitioner - Non-Primary Care Provider (PCP)											
Rey Jessica Kiersten	Practitioner - Non-Primary Care Provider (PCP)											
Robinson Mary K	Practitioner - Non-Primary Care Provider (PCP)											
Snyder Kenneth V Md	Practitioner - Non-Primary Care Provider (PCP)											
Meyer-Gebo Lorin B	Practitioner - Non-Primary Care Provider (PCP)											
Schmitt Dawn Gills Np	Practitioner - Non-Primary Care Provider (PCP)											
Dushuk Galina S Np	Practitioner - Non-Primary Care Provider (PCP)											
Avidano Andrea Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Card Tiffany Elizabeth Rpa-C	Practitioner - Non-Primary Care Provider (PCP)											
Northrup Christine Rose	Practitioner - Non-Primary Care Provider (PCP)											
Larppanichpoonphol Panupong	Practitioner - Non-Primary Care Provider (PCP)											
Schellati Nicholas Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Mendoza Elizabeth Almero	Practitioner - Non-Primary Care Provider (PCP)											
Cerami Louis Frank	Practitioner - Non-Primary Care Provider (PCP)											
Burdick Judith Lee	Practitioner - Non-Primary Care Provider (PCP)											
Fethiye Sevde Ersan	Practitioner - Non-Primary Care Provider (PCP)											
Collins Mary Beth	Practitioner - Non-Primary Care Provider (PCP)											
Wang Eugene	Practitioner - Non-Primary Care Provider (PCP)											
Burkat Paul	Practitioner - Non-Primary Care Provider (PCP)											
Hoefen Ryan James	Practitioner - Non-Primary Care Provider (PCP)											
Harrison Yvonne Leroux	Practitioner - Non-Primary Care Provider (PCP)											



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Lester Ryan Douglas	Practitioner - Non-Primary Care Provider (PCP)											
Ketchum Shauna Marie	Practitioner - Non-Primary Care Provider (PCP)											
Fung Chunkit	Practitioner - Non-Primary Care Provider (PCP)											
Parlovitz Brian Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Henninger Brooke S Md	Practitioner - Non-Primary Care Provider (PCP)											
Baylor Erin S	Practitioner - Non-Primary Care Provider (PCP)											
Rosenberg Brian G	Practitioner - Non-Primary Care Provider (PCP)											
Werth Thomas Edward	Practitioner - Non-Primary Care Provider (PCP)											
Li Sing Your	Practitioner - Non-Primary Care Provider (PCP)											
Williford Sara Elyse	Practitioner - Non-Primary Care Provider (PCP)											
Chuang Sally T	Practitioner - Non-Primary Care Provider (PCP)											
Marks Lee Malcolm	Practitioner - Non-Primary Care Provider (PCP)											
Wolfe Matthew D	Practitioner - Non-Primary Care Provider (PCP)											
Smith Daryl I	Practitioner - Non-Primary Care Provider (PCP)											
Emmons Jerry R	Practitioner - Non-Primary Care Provider (PCP)											
Dominguez Maria	Practitioner - Non-Primary Care Provider (PCP)											
Lynn Justin F	Practitioner - Non-Primary Care Provider (PCP)											
Manasra Ahmad I	Practitioner - Non-Primary Care Provider (PCP)											
Fanciullo Dustin John	Practitioner - Non-Primary Care Provider (PCP)											
Mary Ann Mangiola-Wilson	Practitioner - Non-Primary Care Provider (PCP)											
Nelson Ryan Curtis	Practitioner - Non-Primary Care Provider (PCP)											
Thompson-Stone Robert Ian	Practitioner - Non-Primary Care Provider (PCP)											
Karis Nicholas John Md	Practitioner - Non-Primary Care Provider (PCP)											
Marcus Carolina	Practitioner - Non-Primary Care Provider (PCP)											
Mclay Jasmine	Practitioner - Non-Primary Care Provider (PCP)											
Weiss Steven	Practitioner - Non-Primary Care Provider (PCP)											
Cerrito Beth	Practitioner - Non-Primary Care Provider (PCP)											
Dawson Damien	Practitioner - Non-Primary Care Provider (PCP)											
Butani Devang	Practitioner - Non-Primary Care Provider (PCP)											
George Avrille	Practitioner - Non-Primary Care Provider (PCP)											
Barabash Polina	Practitioner - Non-Primary Care Provider (PCP)											



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Biondi Eric A	Practitioner - Non-Primary Care Provider (PCP)											
Blackburn Joanna Sarah	Practitioner - Non-Primary Care Provider (PCP)											
Navarrete Faubla Jaime Ignacio Md	Practitioner - Non-Primary Care Provider (PCP)											
Salter Traci Ann	Practitioner - Non-Primary Care Provider (PCP)											
Magnuson Ryan Jay	Practitioner - Non-Primary Care Provider (PCP)											
Chawla Sheema Md	Practitioner - Non-Primary Care Provider (PCP)											
Hicks R Scott	Practitioner - Non-Primary Care Provider (PCP)											
Arazi Teofilo Juan Carlos	Practitioner - Non-Primary Care Provider (PCP)											
Salafia Christy Ann Np	Practitioner - Non-Primary Care Provider (PCP)											
Vargas Roberto L	Practitioner - Non-Primary Care Provider (PCP)											
Eileen T Stocum	Practitioner - Non-Primary Care Provider (PCP)											
Ransom Kurt Daniel	Practitioner - Non-Primary Care Provider (PCP)											
Zielinski Stephanie	Practitioner - Non-Primary Care Provider (PCP)											
Stump Johanna Rose	Practitioner - Non-Primary Care Provider (PCP)											
Portillo Guillermo	Practitioner - Non-Primary Care Provider (PCP)											
Steiner Laurie Ann	Practitioner - Non-Primary Care Provider (PCP)											
Bodkin Ryan Patrick Md	Practitioner - Non-Primary Care Provider (PCP)											
Joshi Nikhil P	Practitioner - Non-Primary Care Provider (PCP)											
Ferguson Sharon P	Practitioner - Non-Primary Care Provider (PCP)											
Hoefnagel Amie	Practitioner - Non-Primary Care Provider (PCP)											
Ford Robert	Practitioner - Non-Primary Care Provider (PCP)											
Ahmad Misbah	Practitioner - Non-Primary Care Provider (PCP)											
Scurek Raymond	Practitioner - Non-Primary Care Provider (PCP)											
Medeiros Milton	Practitioner - Non-Primary Care Provider (PCP)											
Villarreal Armando	Practitioner - Non-Primary Care Provider (PCP)											
Harrington Amy	Practitioner - Non-Primary Care Provider (PCP)											
Song Soon	Practitioner - Non-Primary Care Provider (PCP)											
Lyons David	Practitioner - Non-Primary Care Provider (PCP)											
Zozzaro Smith Paula	Practitioner - Non-Primary Care Provider (PCP)											
Seltzer Laurie	Practitioner - Non-Primary Care Provider (PCP)											
Yamamoto Miya Md	Practitioner - Non-Primary Care Provider (PCP)											



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Kurien Mani	Practitioner - Non-Primary Care Provider (PCP)											
Ronis Sarah	Practitioner - Non-Primary Care Provider (PCP)											
Kim Alisa	Practitioner - Non-Primary Care Provider (PCP)											
Avila Eduardo	Practitioner - Non-Primary Care Provider (PCP)											
Fleming Fergal	Practitioner - Non-Primary Care Provider (PCP)											
Converse Laura Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Cross David	Practitioner - Non-Primary Care Provider (PCP)											
Barnum Jenny Amanda	Practitioner - Non-Primary Care Provider (PCP)											
Chiniwala Nivati U	Practitioner - Non-Primary Care Provider (PCP)											
Swanger Gagne Michelle Sue	Practitioner - Non-Primary Care Provider (PCP)											
Guiffre Aubree Marie	Practitioner - Non-Primary Care Provider (PCP)											
Khadilkar Rashmi	Practitioner - Non-Primary Care Provider (PCP)											
Markwick Laura Jean	Practitioner - Non-Primary Care Provider (PCP)											
Annan Abigail A Md	Practitioner - Non-Primary Care Provider (PCP)											
Tyll Jennifer Marie	Practitioner - Non-Primary Care Provider (PCP)											
Medina Lorraine Ann	Practitioner - Non-Primary Care Provider (PCP)											
Huang Jonathan C	Practitioner - Non-Primary Care Provider (PCP)											
Carmel Megan Suzanne	Practitioner - Non-Primary Care Provider (PCP)											
Edrissian Mohammadomid	Practitioner - Non-Primary Care Provider (PCP)											
Rezaee Fariba	Practitioner - Non-Primary Care Provider (PCP)											
Decastro Ismary O	Practitioner - Non-Primary Care Provider (PCP)											
Hasselberg Michael	Practitioner - Non-Primary Care Provider (PCP)											
Kimberly A Brown	Practitioner - Non-Primary Care Provider (PCP)											
Steinmuller Nicole M	Practitioner - Non-Primary Care Provider (PCP)											
Kimberly A Van Orden	Practitioner - Non-Primary Care Provider (PCP)											
Seligman Neil S	Practitioner - Non-Primary Care Provider (PCP)											
Enslin Sarah M	Practitioner - Non-Primary Care Provider (PCP)											
Mccarthy Kristine L	Practitioner - Non-Primary Care Provider (PCP)											
Kaminski Anna Katarzyna	Practitioner - Non-Primary Care Provider (PCP)											
Lewis Amanda J Np	Practitioner - Non-Primary Care Provider (PCP)											
Dougherty David Wesley	Practitioner - Non-Primary Care Provider (PCP)											



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Torres Amy Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
Morris Garret K	Practitioner - Non-Primary Care Provider (PCP)											
Aidoo Christian	Practitioner - Non-Primary Care Provider (PCP)											
Hormigo Adilia	Practitioner - Non-Primary Care Provider (PCP)											
Kukreja Naveen	Practitioner - Non-Primary Care Provider (PCP)											
Man Li-Xing	Practitioner - Non-Primary Care Provider (PCP)											
Afoh-Manin Nanaefua	Practitioner - Non-Primary Care Provider (PCP)											
Bellizzi Matthew John	Practitioner - Non-Primary Care Provider (PCP)											
Riccio Julie	Practitioner - Non-Primary Care Provider (PCP)											
Victor-Vega Cassandre S	Practitioner - Non-Primary Care Provider (PCP)											
Rahimi Homaira	Practitioner - Non-Primary Care Provider (PCP)											
Ellis Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Koh Albert Sung Jin	Practitioner - Non-Primary Care Provider (PCP)											
Benoit Margo	Practitioner - Non-Primary Care Provider (PCP)											
Demian-Popescu Cristina	Practitioner - Non-Primary Care Provider (PCP)											
Karelsky Sveta	Practitioner - Non-Primary Care Provider (PCP)											
Williams Valerie	Practitioner - Non-Primary Care Provider (PCP)											
Duvall Sarah Joy	Practitioner - Non-Primary Care Provider (PCP)											
Bianca Julie Anne	Practitioner - Non-Primary Care Provider (PCP)											
Brianne A Kreiss Pa	Practitioner - Non-Primary Care Provider (PCP)											
Pendergast Kathleen Byrne	Practitioner - Non-Primary Care Provider (PCP)											
Albert Julie Susan	Practitioner - Non-Primary Care Provider (PCP)											
Kaye Jodie Beth	Practitioner - Non-Primary Care Provider (PCP)											
Gabel Megan Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Carl Chaya	Practitioner - Non-Primary Care Provider (PCP)											
Charles L Devito	Practitioner - Non-Primary Care Provider (PCP)											
Westcott Lauren Elyse	Practitioner - Non-Primary Care Provider (PCP)											
Quatela Christine Marie Np	Practitioner - Non-Primary Care Provider (PCP)											
Mcgarvey Tammy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Magnussen Ann Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Dehmler Nancy Leavitt	Practitioner - Non-Primary Care Provider (PCP)											



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Kenyon Elizabeth Anne	Practitioner - Non-Primary Care Provider (PCP)											
Giglio Michael A	Practitioner - Non-Primary Care Provider (PCP)											
Opaleye Ibrahim Aliu	Practitioner - Non-Primary Care Provider (PCP)											
Chandrasekaran Sowmya	Practitioner - Non-Primary Care Provider (PCP)											
Mallari Alexander	Practitioner - Non-Primary Care Provider (PCP)											
Aluri Vidya	Practitioner - Non-Primary Care Provider (PCP)											
Bauliah Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Kulandhaisamy Suresh	Practitioner - Non-Primary Care Provider (PCP)											
Nelson Berit	Practitioner - Non-Primary Care Provider (PCP)											
Kumar Ranjan V	Practitioner - Non-Primary Care Provider (PCP)											
Hart Britton R	Practitioner - Non-Primary Care Provider (PCP)											
William James Schaefer	Practitioner - Non-Primary Care Provider (PCP)											
Northrup Valerie A	Practitioner - Non-Primary Care Provider (PCP)											
Krohn David Jon	Practitioner - Non-Primary Care Provider (PCP)											
Lin Edward	Practitioner - Non-Primary Care Provider (PCP)											
Watson Scott Erick	Practitioner - Non-Primary Care Provider (PCP)											
Gonzalez Jason M	Practitioner - Non-Primary Care Provider (PCP)											
Hatzoudis Georgios	Practitioner - Non-Primary Care Provider (PCP)											
Ross Jenny Ellen	Practitioner - Non-Primary Care Provider (PCP)											
Jackson Susan Elaine	Practitioner - Non-Primary Care Provider (PCP)											
Suzanne Wright Tamera S	Practitioner - Non-Primary Care Provider (PCP)											
Peyre Christian G	Practitioner - Non-Primary Care Provider (PCP)											
Harmon Ashley A	Practitioner - Non-Primary Care Provider (PCP)											
Dhaliwal Jaspreet K	Practitioner - Non-Primary Care Provider (PCP)											
Nicola Refky	Practitioner - Non-Primary Care Provider (PCP)											
Sarah A Gamel Rpa-C	Practitioner - Non-Primary Care Provider (PCP)											
Shemmeri Nida Md	Practitioner - Non-Primary Care Provider (PCP)											
Simmons Julie Pockett	Practitioner - Non-Primary Care Provider (PCP)											
Murzycki Jennifer Ellen	Practitioner - Non-Primary Care Provider (PCP)											
Greg Fix	Practitioner - Non-Primary Care Provider (PCP)											
Smeenk Kevin Md	Practitioner - Non-Primary Care Provider (PCP)											



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Lim Joanne Uy	Practitioner - Non-Primary Care Provider (PCP)											
Esterly Carolyn Song	Practitioner - Non-Primary Care Provider (PCP)											
Li Ning	Practitioner - Non-Primary Care Provider (PCP)											
Bresler Matthew L	Practitioner - Non-Primary Care Provider (PCP)											
Pasternack Julie Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
Wendell Linda Carol	Practitioner - Non-Primary Care Provider (PCP)											
Brustein Judy	Practitioner - Non-Primary Care Provider (PCP)											
Mack Cynthia Marie	Practitioner - Non-Primary Care Provider (PCP)											
Nwafor Peter Okechukwu	Practitioner - Non-Primary Care Provider (PCP)											
Harclerod Tammy	Practitioner - Non-Primary Care Provider (PCP)											
Dean William	Practitioner - Non-Primary Care Provider (PCP)											
Thomas Brian J Do	Practitioner - Non-Primary Care Provider (PCP)											
Steinkohl Loretta Jean	Practitioner - Non-Primary Care Provider (PCP)											
Vetter Valerie Jeanne	Practitioner - Non-Primary Care Provider (PCP)											
Antonova Valentina Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Hart Theresa L	Practitioner - Non-Primary Care Provider (PCP)											
Tatar Jeffrey C	Practitioner - Non-Primary Care Provider (PCP)											
Chaturvedi Abhishek Md	Practitioner - Non-Primary Care Provider (PCP)											
Angela Kay Drake	Practitioner - Non-Primary Care Provider (PCP)											
Bagley Kim Marie	Practitioner - Non-Primary Care Provider (PCP)											
Wang Yafei Md	Practitioner - Non-Primary Care Provider (PCP)											
Berchou Kelly D	Practitioner - Non-Primary Care Provider (PCP)											
Jessica Lynne Martin	Practitioner - Non-Primary Care Provider (PCP)											
Comerford Keri Lynn Np	Practitioner - Non-Primary Care Provider (PCP)											
Cabrera Oliver	Practitioner - Non-Primary Care Provider (PCP)											
Greenleaf Megan I	Practitioner - Non-Primary Care Provider (PCP)											
Dabydeen Donnette A	Practitioner - Non-Primary Care Provider (PCP)											
Tejani Mohamedtaki A	Practitioner - Non-Primary Care Provider (PCP)											
Rebekah Marie Loveless	Practitioner - Non-Primary Care Provider (PCP)											
Chaturvedi Apeksha	Practitioner - Non-Primary Care Provider (PCP)											
Wexler Orren	Practitioner - Non-Primary Care Provider (PCP)											



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Paulis Richard Albert	Practitioner - Non-Primary Care Provider (PCP)											
Zagursky Jennifer M	Practitioner - Non-Primary Care Provider (PCP)											
Lightner Kevin Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Digiovanni Anthony P	Practitioner - Non-Primary Care Provider (PCP)											
Kreso Melissa Ann	Practitioner - Non-Primary Care Provider (PCP)											
Anthony Francis Colosimo	Practitioner - Non-Primary Care Provider (PCP)											
Laguio Maryrose	Practitioner - Non-Primary Care Provider (PCP)											
Dunne Richard Francis	Practitioner - Non-Primary Care Provider (PCP)											
Huntington Randy Lee Jr	Practitioner - Non-Primary Care Provider (PCP)											
Maseduca Aimee E	Practitioner - Non-Primary Care Provider (PCP)											
Dunshie Bailee Dobner Rpa-C	Practitioner - Non-Primary Care Provider (PCP)											
Hong Jane H	Practitioner - Non-Primary Care Provider (PCP)											
Aldrich Meghan W	Practitioner - Non-Primary Care Provider (PCP)											
Santelli Jeanine	Practitioner - Non-Primary Care Provider (PCP)											
Townsend Joanna	Practitioner - Non-Primary Care Provider (PCP)											
Hammill Virginia	Practitioner - Non-Primary Care Provider (PCP)											
Work Dana	Practitioner - Non-Primary Care Provider (PCP)											
Osborn Rebecca Simchik	Practitioner - Non-Primary Care Provider (PCP)											
Bielawski Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
O'Sullivan Melissa	Practitioner - Non-Primary Care Provider (PCP)											
O'Gorman Erin	Practitioner - Non-Primary Care Provider (PCP)											
Derosia Martha	Practitioner - Non-Primary Care Provider (PCP)											
Krebs Marcia L	Practitioner - Non-Primary Care Provider (PCP)											
Bingham Karilee	Practitioner - Non-Primary Care Provider (PCP)											
Dickerson Kenneth	Practitioner - Non-Primary Care Provider (PCP)											
Howe Erin E	Practitioner - Non-Primary Care Provider (PCP)											
Fien Douglas	Practitioner - Non-Primary Care Provider (PCP)											
Butler Nichole	Practitioner - Non-Primary Care Provider (PCP)											
Cook P	Practitioner - Non-Primary Care Provider (PCP)											
Peter G Maxwell	Practitioner - Non-Primary Care Provider (PCP)											
Sanger Elizabeth Anne	Practitioner - Non-Primary Care Provider (PCP)											



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Anaizi Nadine N	Practitioner - Non-Primary Care Provider (PCP)											
Carlson Susan M S	Practitioner - Non-Primary Care Provider (PCP)											
Peterson Nicholas Md	Practitioner - Non-Primary Care Provider (PCP)											
Gullickson Iii Donald E	Practitioner - Non-Primary Care Provider (PCP)											
Bush Emily Negus	Practitioner - Non-Primary Care Provider (PCP)											
Varland Elizabeth A	Practitioner - Non-Primary Care Provider (PCP)											
Bernardi Michelle C	Practitioner - Non-Primary Care Provider (PCP)											
Davis William B	Practitioner - Non-Primary Care Provider (PCP)											
Hawkins Courtney Anne	Practitioner - Non-Primary Care Provider (PCP)											
Fitzgerald Lisa M	Practitioner - Non-Primary Care Provider (PCP)											
Robin Maclaughlin	Practitioner - Non-Primary Care Provider (PCP)											
Rymanowski Justin V	Practitioner - Non-Primary Care Provider (PCP)											
Adjei Paul Carl	Practitioner - Non-Primary Care Provider (PCP)											
Boev Angel Nickolov	Practitioner - Non-Primary Care Provider (PCP)											
Natalie Anika Cort	Practitioner - Non-Primary Care Provider (PCP)											
Fedarau Maksim A	Practitioner - Non-Primary Care Provider (PCP)											
Zambon Margaret M	Practitioner - Non-Primary Care Provider (PCP)											
Sood Lonika	Practitioner - Non-Primary Care Provider (PCP)											
Newman Benjamin Eric	Practitioner - Non-Primary Care Provider (PCP)											
D'Aco Kristin Elena	Practitioner - Non-Primary Care Provider (PCP)											
Hough David Kurt	Practitioner - Non-Primary Care Provider (PCP)											
Klein Christian S	Practitioner - Non-Primary Care Provider (PCP)											
Abbasi Asim Ahmed	Practitioner - Non-Primary Care Provider (PCP)											
Rotoli Jason Michael	Practitioner - Non-Primary Care Provider (PCP)											
Southerland Hilary Ann	Practitioner - Non-Primary Care Provider (PCP)											
Lincoln Lisa Renee	Practitioner - Non-Primary Care Provider (PCP)											
Hughes Inna	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Nicholas E	Practitioner - Non-Primary Care Provider (PCP)											
Carmen Melissa F	Practitioner - Non-Primary Care Provider (PCP)											
Glickman Samuel Reuben	Practitioner - Non-Primary Care Provider (PCP)											
Janice Harbin-Joseph	Practitioner - Non-Primary Care Provider (PCP)											



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Ghazi Ahmed Ezzat	Practitioner - Non-Primary Care Provider (PCP)											
Toussaint Sean Paul	Practitioner - Non-Primary Care Provider (PCP)											
Philips George M	Practitioner - Non-Primary Care Provider (PCP)											
Wychowski Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Ostrovsky Benjamin	Practitioner - Non-Primary Care Provider (PCP)											
Gray Lisa M	Practitioner - Non-Primary Care Provider (PCP)											
Johnpulle Romany Anne Nilanthi	Practitioner - Non-Primary Care Provider (PCP)											
Robb Jessica F	Practitioner - Non-Primary Care Provider (PCP)											
Casulo Carla	Practitioner - Non-Primary Care Provider (PCP)											
Noel Marcus Smith	Practitioner - Non-Primary Care Provider (PCP)											
Mangla Rajiv	Practitioner - Non-Primary Care Provider (PCP)											
Desa Melissa M	Practitioner - Non-Primary Care Provider (PCP)											
Shah Rishin	Practitioner - Non-Primary Care Provider (PCP)											
Vitek Wendy	Practitioner - Non-Primary Care Provider (PCP)											
Dhakar Sugghosh	Practitioner - Non-Primary Care Provider (PCP)											
Imler Erin Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Sosniyenko Serhiy	Practitioner - Non-Primary Care Provider (PCP)											
Perkowski Matthew J	Practitioner - Non-Primary Care Provider (PCP)											
Meyers Jeffrey	Practitioner - Non-Primary Care Provider (PCP)											
Aburjania Nana	Practitioner - Non-Primary Care Provider (PCP)											
Borus Zachary Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Nasar Farhad	Practitioner - Non-Primary Care Provider (PCP)											
Zabad Mohammad Nour	Practitioner - Non-Primary Care Provider (PCP)											
Ortwein Michelle L	Practitioner - Non-Primary Care Provider (PCP)											
Klein Sarah B	Practitioner - Non-Primary Care Provider (PCP)											
Alcantara Contreras Jose Angel	Practitioner - Non-Primary Care Provider (PCP)											
Mroz Peter Alexander	Practitioner - Non-Primary Care Provider (PCP)											
Brady Sean Patrick	Practitioner - Non-Primary Care Provider (PCP)											
Bossert Ronald Patrick	Practitioner - Non-Primary Care Provider (PCP)											
Tzimas Konstantine Nickolas	Practitioner - Non-Primary Care Provider (PCP)											
Gleason Lauren Jan	Practitioner - Non-Primary Care Provider (PCP)											



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Levinson Lisa Shane	Practitioner - Non-Primary Care Provider (PCP)											
Paul Jennifer Helen	Practitioner - Non-Primary Care Provider (PCP)											
Cala Noriega Jose Antonio	Practitioner - Non-Primary Care Provider (PCP)											
Hefley Jennifer L	Practitioner - Non-Primary Care Provider (PCP)											
Brown Christopher Alan	Practitioner - Non-Primary Care Provider (PCP)											
Nutt Robert Cresson	Practitioner - Non-Primary Care Provider (PCP)											
Matzek Jill C	Practitioner - Non-Primary Care Provider (PCP)											
Findeis-Hosey Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Carrillo Jorge	Practitioner - Non-Primary Care Provider (PCP)											
Hammond Benjamin	Practitioner - Non-Primary Care Provider (PCP)											
Sbenghe Maria Magdalena	Practitioner - Non-Primary Care Provider (PCP)											
Tomaselli Laura Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Simson Michael David	Practitioner - Non-Primary Care Provider (PCP)											
Karki Roshan	Practitioner - Non-Primary Care Provider (PCP)											
Rahgoshay Sorour	Practitioner - Non-Primary Care Provider (PCP)											
Wayman Kristin L	Practitioner - Non-Primary Care Provider (PCP)											
Siew Isaac	Practitioner - Non-Primary Care Provider (PCP)											
Laplant Ben Louis	Practitioner - Non-Primary Care Provider (PCP)											
Starr Taylor B	Practitioner - Non-Primary Care Provider (PCP)											
Incardone Stacy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Wensley Heather Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Gonzalez Mithra Osiris	Practitioner - Non-Primary Care Provider (PCP)											
Farkas Rachel Leah	Practitioner - Non-Primary Care Provider (PCP)											
Wells-Spicer Laura Ann	Practitioner - Non-Primary Care Provider (PCP)											
Dicesare Emily Smith	Practitioner - Non-Primary Care Provider (PCP)											
Maclagger Kristieanna B	Practitioner - Non-Primary Care Provider (PCP)											
Tischer Kalin Alisa	Practitioner - Non-Primary Care Provider (PCP)											
Bentley Dana Malcolm	Practitioner - Non-Primary Care Provider (PCP)											
Massachi Sasha	Practitioner - Non-Primary Care Provider (PCP)											
Mancuso Darren Louis	Practitioner - Non-Primary Care Provider (PCP)											
Wiechmann Carrie Ann	Practitioner - Non-Primary Care Provider (PCP)											



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Gloff Marjorie S	Practitioner - Non-Primary Care Provider (PCP)											
Paciorkowski Natalia Lvovna	Practitioner - Non-Primary Care Provider (PCP)											
Miller Emily Marqueen	Practitioner - Non-Primary Care Provider (PCP)											
Benitez Carmen Maria	Practitioner - Non-Primary Care Provider (PCP)											
Fitzgerald Megan W	Practitioner - Non-Primary Care Provider (PCP)											
Ladarola Suzannah Joy	Practitioner - Non-Primary Care Provider (PCP)											
Seablom Craig Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Pillai Shreejith D	Practitioner - Non-Primary Care Provider (PCP)											
Nelson Catherine Stuart	Practitioner - Non-Primary Care Provider (PCP)											
D'Agostino Christina Jean	Practitioner - Non-Primary Care Provider (PCP)											
Coleman Jennifer Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Wight-Regna Elizabeth A	Practitioner - Non-Primary Care Provider (PCP)											
Brody Davya	Practitioner - Non-Primary Care Provider (PCP)											
O'Connor Daniel Turpin	Practitioner - Non-Primary Care Provider (PCP)											
Capolino Julie Mason	Practitioner - Non-Primary Care Provider (PCP)											
Kim Eric	Practitioner - Non-Primary Care Provider (PCP)											
Ginnetti John	Practitioner - Non-Primary Care Provider (PCP)											
Clare Everton	Practitioner - Non-Primary Care Provider (PCP)											
Nordfelt Jed	Practitioner - Non-Primary Care Provider (PCP)											
Toure Aisha	Practitioner - Non-Primary Care Provider (PCP)											
Insalaco Rae	Practitioner - Non-Primary Care Provider (PCP)											
Ali Usman	Practitioner - Non-Primary Care Provider (PCP)											
Cardina Adam	Practitioner - Non-Primary Care Provider (PCP)											
Martinez Carlos Gabriel	Practitioner - Non-Primary Care Provider (PCP)											
Grisales Diego	Practitioner - Non-Primary Care Provider (PCP)											
Lomaglio Regina Marie	Practitioner - Non-Primary Care Provider (PCP)											
Marron Caitlin C	Practitioner - Non-Primary Care Provider (PCP)											
Mesfin Addisu	Practitioner - Non-Primary Care Provider (PCP)											
Bhagavath Balasubramanian	Practitioner - Non-Primary Care Provider (PCP)											
Tomlinson Tracy Miller	Practitioner - Non-Primary Care Provider (PCP)											
Spencer David K	Practitioner - Non-Primary Care Provider (PCP)											



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Mucci Beth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Nowicky Lenore T	Practitioner - Non-Primary Care Provider (PCP)											
Mahoney Erin J	Practitioner - Non-Primary Care Provider (PCP)											
Schindler Kathleen Ruth	Practitioner - Non-Primary Care Provider (PCP)											
Elliott Elisa Jeanelle	Practitioner - Non-Primary Care Provider (PCP)											
Kothari Shivangi Truptesh	Practitioner - Non-Primary Care Provider (PCP)											
Placito Rachel L	Practitioner - Non-Primary Care Provider (PCP)											
Alam Muna T	Practitioner - Non-Primary Care Provider (PCP)											
Kuhner Jennifer L	Practitioner - Non-Primary Care Provider (PCP)											
Husband Richard Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Dottolo Rebecca L	Practitioner - Non-Primary Care Provider (PCP)											
Wittman Susan Jean	Practitioner - Non-Primary Care Provider (PCP)											
Mariani Jennifer A	Practitioner - Non-Primary Care Provider (PCP)											
Travers Jay	Practitioner - Non-Primary Care Provider (PCP)											
Nelson-Twakor Onajefe	Practitioner - Non-Primary Care Provider (PCP)											
Zucchiatti Andrea	Practitioner - Non-Primary Care Provider (PCP)											
Wood Cheryl Anne	Practitioner - Non-Primary Care Provider (PCP)											
Mcintosh Celia Andrea	Practitioner - Non-Primary Care Provider (PCP)											
Dennison Margaret J	Practitioner - Non-Primary Care Provider (PCP)											
Velastegui De Navarrete Zoila	Practitioner - Non-Primary Care Provider (PCP)											
Monna Jennifer Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Grinnell-Merrick Linda L	Practitioner - Non-Primary Care Provider (PCP)											
Drechsler Kristi Lee	Practitioner - Non-Primary Care Provider (PCP)											
Gorenflo Allison M	Practitioner - Non-Primary Care Provider (PCP)											
Zeppetella Katie Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Bai Nicholas John	Practitioner - Non-Primary Care Provider (PCP)											
Gupta Rohit	Practitioner - Non-Primary Care Provider (PCP)											
Cheruvu Praveena	Practitioner - Non-Primary Care Provider (PCP)											
Hall Cameron	Practitioner - Non-Primary Care Provider (PCP)											
Hyland Megan	Practitioner - Non-Primary Care Provider (PCP)											
Khera Davdender	Practitioner - Non-Primary Care Provider (PCP)											



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Noronha Suzie A	Practitioner - Non-Primary Care Provider (PCP)											
Moffatt Casia Joyce	Practitioner - Non-Primary Care Provider (PCP)											
Kreckel Sonja Barbara	Practitioner - Non-Primary Care Provider (PCP)											
Tubolino Melissa Ann	Practitioner - Non-Primary Care Provider (PCP)											
Erway Kimberly E	Practitioner - Non-Primary Care Provider (PCP)											
Yarlagadda Roopa	Practitioner - Non-Primary Care Provider (PCP)											
Guancial Elizabeth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Bansal Amit	Practitioner - Non-Primary Care Provider (PCP)											
Cosgriff Janice Marie	Practitioner - Non-Primary Care Provider (PCP)											
Prokop Christina Marie	Practitioner - Non-Primary Care Provider (PCP)											
Moore Jessica Nixon	Practitioner - Non-Primary Care Provider (PCP)											
Mcdowell Anne E	Practitioner - Non-Primary Care Provider (PCP)											
Newton Christina Ann	Practitioner - Non-Primary Care Provider (PCP)											
Shand Jessica C	Practitioner - Non-Primary Care Provider (PCP)											
Celso Jennifer Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Pedulla Sara M	Practitioner - Non-Primary Care Provider (PCP)											
Branche Angela	Practitioner - Non-Primary Care Provider (PCP)											
Li Mei	Practitioner - Non-Primary Care Provider (PCP)											
Martin Kayleigh Mae	Practitioner - Non-Primary Care Provider (PCP)											
Fabian Janet	Practitioner - Non-Primary Care Provider (PCP)											
Vetter Mary	Practitioner - Non-Primary Care Provider (PCP)											
Fortuna-Dwulit Roma	Practitioner - Non-Primary Care Provider (PCP)											
Talton Yvette Briana	Practitioner - Non-Primary Care Provider (PCP)											
O N A Osorio Maria Joana	Practitioner - Non-Primary Care Provider (PCP)											
Fronczak Lisa N	Practitioner - Non-Primary Care Provider (PCP)											
Kellen Megan A	Practitioner - Non-Primary Care Provider (PCP)											
Wagner Gerhardt Stefan	Practitioner - Non-Primary Care Provider (PCP)											
Mihalyov Aimee C	Practitioner - Non-Primary Care Provider (PCP)											
Schueckler John Theodore Iv	Practitioner - Non-Primary Care Provider (PCP)											
Lerner Laurie Beth	Practitioner - Non-Primary Care Provider (PCP)											
Bansal Vijay K	Practitioner - Non-Primary Care Provider (PCP)											



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Rich Grace Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Kocak Ugur	Practitioner - Non-Primary Care Provider (PCP)											
Mccullough Kathleen B	Practitioner - Non-Primary Care Provider (PCP)											
Bilinski Marie H	Practitioner - Non-Primary Care Provider (PCP)											
Malinich Thomas Richard	Practitioner - Non-Primary Care Provider (PCP)											
Macikowski Michael Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Oconnor Timothy Patrick	Practitioner - Non-Primary Care Provider (PCP)											
Scott Jessica Ryan	Practitioner - Non-Primary Care Provider (PCP)											
Oliverio James Sa	Practitioner - Non-Primary Care Provider (PCP)											
Fagan Hollie Christine	Practitioner - Non-Primary Care Provider (PCP)											
Riesenberger Brian Carl	Practitioner - Non-Primary Care Provider (PCP)											
Zwart Joshua Michael	Practitioner - Non-Primary Care Provider (PCP)											
Sadeghi Rokhsanna	Practitioner - Non-Primary Care Provider (PCP)											
Owens Lauren N	Practitioner - Non-Primary Care Provider (PCP)											
Jacobs John Arnold	Practitioner - Non-Primary Care Provider (PCP)											
Early Kristine Holahan	Practitioner - Non-Primary Care Provider (PCP)											
Zhai Hongtao	Practitioner - Non-Primary Care Provider (PCP)											
Clendenin Carol	Practitioner - Non-Primary Care Provider (PCP)											
Doronila Hazel Ann M	Practitioner - Non-Primary Care Provider (PCP)											
Rajamanickam Sendhan Amudhan	Practitioner - Non-Primary Care Provider (PCP)											
Tran Nobuyuki-Hai Thanh	Practitioner - Non-Primary Care Provider (PCP)											
Barber Kara	Practitioner - Non-Primary Care Provider (PCP)											
Kim Johnstone M	Practitioner - Non-Primary Care Provider (PCP)											
Mapes Tracy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Ladrigan Manasi Kadam	Practitioner - Non-Primary Care Provider (PCP)											
Quill Caroline Mayberry	Practitioner - Non-Primary Care Provider (PCP)											
Konwinski Joseph Clement	Practitioner - Non-Primary Care Provider (PCP)											
Juergens Patricia A	Practitioner - Non-Primary Care Provider (PCP)											
Limbeck Annette P	Practitioner - Non-Primary Care Provider (PCP)											
Michaelides Joy Katherine Knopf	Practitioner - Non-Primary Care Provider (PCP)											
Carson Sara Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											



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Prasad Paritosh	Practitioner - Non-Primary Care Provider (PCP)											
Serban Radu	Practitioner - Non-Primary Care Provider (PCP)											
Skurpski Frank Collins	Practitioner - Non-Primary Care Provider (PCP)											
Bacak Stephen John	Practitioner - Non-Primary Care Provider (PCP)											
Bylund Kevin Charles	Practitioner - Non-Primary Care Provider (PCP)											
Shifflet Danielle Rae	Practitioner - Non-Primary Care Provider (PCP)											
Kiehl Gretchen	Practitioner - Non-Primary Care Provider (PCP)											
Bunt Debra Ann	Practitioner - Non-Primary Care Provider (PCP)											
Reese Nancie J	Practitioner - Non-Primary Care Provider (PCP)											
Paivanas Nicholas Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Vornovitsky Michael	Practitioner - Non-Primary Care Provider (PCP)											
Olson Erik Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Pascoe Jennifer Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Shen Jenny Yen Jen	Practitioner - Non-Primary Care Provider (PCP)											
Davis Wayne E	Practitioner - Non-Primary Care Provider (PCP)											
Sahin Bogachan	Practitioner - Non-Primary Care Provider (PCP)											
Juersivich Adam Paul	Practitioner - Non-Primary Care Provider (PCP)											
Volkert Ezekiel	Practitioner - Non-Primary Care Provider (PCP)											
Zozobrado Kaye Pamela Yee	Practitioner - Non-Primary Care Provider (PCP)											
Taramasco Daniel Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Patel Parul	Practitioner - Non-Primary Care Provider (PCP)											
Doyle Margaret M	Practitioner - Non-Primary Care Provider (PCP)											
Belen Alfred Dennis	Practitioner - Non-Primary Care Provider (PCP)											
Navarre Andrea B	Practitioner - Non-Primary Care Provider (PCP)											
Strub William J	Practitioner - Non-Primary Care Provider (PCP)											
McCheyne Melisande Joy	Practitioner - Non-Primary Care Provider (PCP)											
Sethi Karen	Practitioner - Non-Primary Care Provider (PCP)											
Shiple David A	Practitioner - Non-Primary Care Provider (PCP)											
Kroch Daniel A	Practitioner - Non-Primary Care Provider (PCP)											
Karim Mohammed R	Practitioner - Non-Primary Care Provider (PCP)											
Muxworthy Heather	Practitioner - Non-Primary Care Provider (PCP)											



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Tassew Azanaw	Practitioner - Non-Primary Care Provider (PCP)											
Ross Sandra Vader	Practitioner - Non-Primary Care Provider (PCP)											
Schiralli Matthew P	Practitioner - Non-Primary Care Provider (PCP)											
Derose Shannon Louise	Practitioner - Non-Primary Care Provider (PCP)											
Oneill Margaret A	Practitioner - Non-Primary Care Provider (PCP)											
Lycett Elizabeth Sara	Practitioner - Non-Primary Care Provider (PCP)											
Collins Amy Frances	Practitioner - Non-Primary Care Provider (PCP)											
Flaherty Allison L	Practitioner - Non-Primary Care Provider (PCP)											
Miranpuri Amrendra Singh	Practitioner - Non-Primary Care Provider (PCP)											
Sathyamurthy Anjana	Practitioner - Non-Primary Care Provider (PCP)											
Kemal Nejmudin	Practitioner - Non-Primary Care Provider (PCP)											
Bajwa Rahuljit Singh	Practitioner - Non-Primary Care Provider (PCP)											
Akwaa Frank	Practitioner - Non-Primary Care Provider (PCP)											
Ferri Sara	Practitioner - Non-Primary Care Provider (PCP)											
Wittlieb-Weber Carol	Practitioner - Non-Primary Care Provider (PCP)											
Balderman Sophia Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
Caccamise Miranda Kay	Practitioner - Non-Primary Care Provider (PCP)											
Dickinson Carolyn E	Practitioner - Non-Primary Care Provider (PCP)											
Bueme Tiffany Lyn	Practitioner - Non-Primary Care Provider (PCP)											
Barnes Lori J	Practitioner - Non-Primary Care Provider (PCP)											
Lingenfelter Kenneth John	Practitioner - Non-Primary Care Provider (PCP)											
Abbasi Meredith K	Practitioner - Non-Primary Care Provider (PCP)											
Lindroos Chad	Practitioner - Non-Primary Care Provider (PCP)											
Carmody Soni Emily	Practitioner - Non-Primary Care Provider (PCP)											
Chodos Ari	Practitioner - Non-Primary Care Provider (PCP)											
Odom Nathan	Practitioner - Non-Primary Care Provider (PCP)											
Duke Emily C	Practitioner - Non-Primary Care Provider (PCP)											
Hall Jeffrey	Practitioner - Non-Primary Care Provider (PCP)											
Giannelli Frank Richard Iii	Practitioner - Non-Primary Care Provider (PCP)											
Hughes Elizabeth J	Practitioner - Non-Primary Care Provider (PCP)											
Wunsch Jenna Stephanie	Practitioner - Non-Primary Care Provider (PCP)											



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Green Julianne Vernadette	Practitioner - Non-Primary Care Provider (PCP)											
Benson Carolyn E	Practitioner - Non-Primary Care Provider (PCP)											
Abell Rebecca Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Kadura Sullafa M	Practitioner - Non-Primary Care Provider (PCP)											
Birbeck Gretchen L	Practitioner - Non-Primary Care Provider (PCP)											
Lee Kendrick Sek-Yu	Practitioner - Non-Primary Care Provider (PCP)											
Ye Jiqing	Practitioner - Non-Primary Care Provider (PCP)											
Saber Suzan	Practitioner - Non-Primary Care Provider (PCP)											
Carter Danielle Marie	Practitioner - Non-Primary Care Provider (PCP)											
Ta Maureen C	Practitioner - Non-Primary Care Provider (PCP)											
Odrzywolski Karen J	Practitioner - Non-Primary Care Provider (PCP)											
Muniak Jennifer Denise	Practitioner - Non-Primary Care Provider (PCP)											
Daly Rachael H	Practitioner - Non-Primary Care Provider (PCP)											
Kovach Jean M	Practitioner - Non-Primary Care Provider (PCP)											
Mohanty Prita Harish	Practitioner - Non-Primary Care Provider (PCP)											
Akhtar Razia B	Practitioner - Non-Primary Care Provider (PCP)											
Dambra Anthony Neil Jr	Practitioner - Non-Primary Care Provider (PCP)											
Sip Anna Katarzyna	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Jara Kim	Practitioner - Non-Primary Care Provider (PCP)											
Allen Judith B	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Randi Lee	Practitioner - Non-Primary Care Provider (PCP)											
Krishnamoorthy Vijay Kumar	Practitioner - Non-Primary Care Provider (PCP)											
Ayyad Rania Raouf	Practitioner - Non-Primary Care Provider (PCP)											
Privitera David Michael	Practitioner - Non-Primary Care Provider (PCP)											
Ingle John Walter	Practitioner - Non-Primary Care Provider (PCP)											
Soles Gillian Ls	Practitioner - Non-Primary Care Provider (PCP)											
Miglani Aekta Andrea	Practitioner - Non-Primary Care Provider (PCP)											
Florio Giacomo Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Morales Velez Maria	Practitioner - Non-Primary Care Provider (PCP)											
Wittekind Samuel George	Practitioner - Non-Primary Care Provider (PCP)											
Pugliese Mary Ann	Practitioner - Non-Primary Care Provider (PCP)											



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Pittler Timothy David	Practitioner - Non-Primary Care Provider (PCP)											
Teng Brian Pai-Huan	Practitioner - Non-Primary Care Provider (PCP)											
Lyon Christopher J	Practitioner - Non-Primary Care Provider (PCP)											
Speares Jessica Marie	Practitioner - Non-Primary Care Provider (PCP)											
Ferguson Ryan J	Practitioner - Non-Primary Care Provider (PCP)											
Long Gail	Practitioner - Non-Primary Care Provider (PCP)											
Copie Katherine	Practitioner - Non-Primary Care Provider (PCP)											
Rowles Katherine W	Practitioner - Non-Primary Care Provider (PCP)											
Van Amerongen Alexander	Practitioner - Non-Primary Care Provider (PCP)											
Brochu Blythe Noel	Practitioner - Non-Primary Care Provider (PCP)											
Skinner Bridget Anne	Practitioner - Non-Primary Care Provider (PCP)											
Syrett Ann Quinn	Practitioner - Non-Primary Care Provider (PCP)											
Sassano Jennifer L	Practitioner - Non-Primary Care Provider (PCP)											
Hussain Farah	Practitioner - Non-Primary Care Provider (PCP)											
Crane Jill	Practitioner - Non-Primary Care Provider (PCP)											
Diehl Lorraine Marie	Practitioner - Non-Primary Care Provider (PCP)											
Brooks Gregory Michael	Practitioner - Non-Primary Care Provider (PCP)											
Briceland Kevin J	Practitioner - Non-Primary Care Provider (PCP)											
Garcia Stephanie M	Practitioner - Non-Primary Care Provider (PCP)											
Holtz Alicia W R	Practitioner - Non-Primary Care Provider (PCP)											
Hewitt Tia Marie	Practitioner - Non-Primary Care Provider (PCP)											
Kotoric Nirvana	Practitioner - Non-Primary Care Provider (PCP)											
Biemiller Rachel Ann	Practitioner - Non-Primary Care Provider (PCP)											
Proud Melanie Jean	Practitioner - Non-Primary Care Provider (PCP)											
Wolfe Emily Anne	Practitioner - Non-Primary Care Provider (PCP)											
Donnelly Beth A	Practitioner - Non-Primary Care Provider (PCP)											
Delpapa Beth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Fugalli Belinda K	Practitioner - Non-Primary Care Provider (PCP)											
Dudhia Shivani Mahendrabhai	Practitioner - Non-Primary Care Provider (PCP)											
Siala Tarek M	Practitioner - Non-Primary Care Provider (PCP)											
Pum Julie Diane	Practitioner - Non-Primary Care Provider (PCP)											



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Oliphant John B	Practitioner - Non-Primary Care Provider (PCP)											
Kenyon Caroline Maria	Practitioner - Non-Primary Care Provider (PCP)											
Lingle Jennifer Brady	Practitioner - Non-Primary Care Provider (PCP)											
Romeo Marcia Petrini	Practitioner - Non-Primary Care Provider (PCP)											
Niculescu Aurelian N	Practitioner - Non-Primary Care Provider (PCP)											
Webb Alaina Joan	Practitioner - Non-Primary Care Provider (PCP)											
Marino Danielle Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Donofrio Joseph P	Practitioner - Non-Primary Care Provider (PCP)											
Koltz Brooke	Practitioner - Non-Primary Care Provider (PCP)											
Lipetskaia Lioudmila	Practitioner - Non-Primary Care Provider (PCP)											
Khanna Vinit	Practitioner - Non-Primary Care Provider (PCP)											
Markandaya Manjunath	Practitioner - Non-Primary Care Provider (PCP)											
Koushik Geetha	Practitioner - Non-Primary Care Provider (PCP)											
Prativadi Narasimhachar Govindaraja	Practitioner - Non-Primary Care Provider (PCP)											
Sheila A Marroccia	Practitioner - Non-Primary Care Provider (PCP)											
Reed Daniel P	Practitioner - Non-Primary Care Provider (PCP)											
Kelleher Kathryn A Np	Practitioner - Non-Primary Care Provider (PCP)											
Slova Denisa	Practitioner - Non-Primary Care Provider (PCP)											
Arons Julia	Practitioner - Non-Primary Care Provider (PCP)											
Stoner Michael Clinton	Practitioner - Non-Primary Care Provider (PCP)											
Green Laurel Anne	Practitioner - Non-Primary Care Provider (PCP)											
Holt Sheri A	Practitioner - Non-Primary Care Provider (PCP)											
Wiedel Rachael Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
Huss Larissa Olga	Practitioner - Non-Primary Care Provider (PCP)											
Wright Martha A	Practitioner - Non-Primary Care Provider (PCP)											
Vinocur Jeffrey M Md	Practitioner - Non-Primary Care Provider (PCP)											
Mallaber Patricia Renee	Practitioner - Non-Primary Care Provider (PCP)											
Farnett Eugene Francis	Practitioner - Non-Primary Care Provider (PCP)											
Vakiener Brittany Lee	Practitioner - Non-Primary Care Provider (PCP)											
Mcllhenney Patrick Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Stringer Jenney A	Practitioner - Non-Primary Care Provider (PCP)											



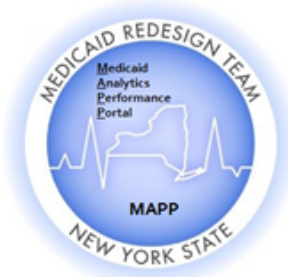
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Kalkbrenner Ann Marie	Practitioner - Non-Primary Care Provider (PCP)											
Robillard Irlande	Practitioner - Non-Primary Care Provider (PCP)											
Schutt Darren Paul	Practitioner - Non-Primary Care Provider (PCP)											
Zent Clive Steven	Practitioner - Non-Primary Care Provider (PCP)											
Shastry Shubha	Practitioner - Non-Primary Care Provider (PCP)											
Panzer Allison Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Indivero Taylor J	Practitioner - Non-Primary Care Provider (PCP)											
Lester Terrence Patrick	Practitioner - Non-Primary Care Provider (PCP)											
Daniels Sarah E	Practitioner - Non-Primary Care Provider (PCP)											
Magnuson Laura Karon	Practitioner - Non-Primary Care Provider (PCP)											
Butterer Elizabeth Ann	Practitioner - Non-Primary Care Provider (PCP)											
Wolf Andrew B	Practitioner - Non-Primary Care Provider (PCP)											
Rodriguez Beltran Mayra	Practitioner - Non-Primary Care Provider (PCP)											
Ludwig Kate Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Wilber Donna Ridley	Practitioner - Non-Primary Care Provider (PCP)											
Robinson Mary Lou	Practitioner - Non-Primary Care Provider (PCP)											
Maher Tammy	Practitioner - Non-Primary Care Provider (PCP)											
Dinapoli Darlene Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Rowe Amy Sue	Practitioner - Non-Primary Care Provider (PCP)											
Froula Lynette Marie	Practitioner - Non-Primary Care Provider (PCP)											
Grace Tanya Rose	Practitioner - Non-Primary Care Provider (PCP)											
Obi Thecla	Practitioner - Non-Primary Care Provider (PCP)											
Dudley Madeline	Practitioner - Non-Primary Care Provider (PCP)											
Resseguie Marianne Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Verdine Daniel E	Practitioner - Non-Primary Care Provider (PCP)											
Maloney Kristen Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Chapman Roger Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Fitch Caitlin J	Practitioner - Non-Primary Care Provider (PCP)											
Bigelow Bridget Renee	Practitioner - Non-Primary Care Provider (PCP)											
Overslaugh Judith Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Peishel Lyndsay K	Practitioner - Non-Primary Care Provider (PCP)											



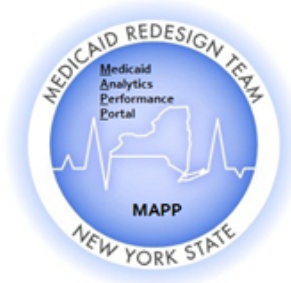
**New York State Department Of Health
Delivery System Reform Incentive Payment Project**

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Fagan Shani	Practitioner - Non-Primary Care Provider (PCP)											
Borglum Lindsay	Practitioner - Non-Primary Care Provider (PCP)											
Townsend Elaine Marie	Practitioner - Non-Primary Care Provider (PCP)											
Young Krystal M	Practitioner - Non-Primary Care Provider (PCP)											
Metzdorff Mark Terrance	Practitioner - Non-Primary Care Provider (PCP)											
Martin Jose-Ann	Practitioner - Non-Primary Care Provider (PCP)											
Fink Laura Anne	Practitioner - Non-Primary Care Provider (PCP)											
Anderson Carrie A	Practitioner - Non-Primary Care Provider (PCP)											
Potchen Michael	Practitioner - Non-Primary Care Provider (PCP)											
Maronian Michelle Renee	Practitioner - Non-Primary Care Provider (PCP)											
Fontaine Thomas James	Practitioner - Non-Primary Care Provider (PCP)											
Brandt-Griffith Brienne Marie	Practitioner - Non-Primary Care Provider (PCP)											
Decaporale-Ryan Lauren Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Mcbeth Ryan Kent	Practitioner - Non-Primary Care Provider (PCP)											
Mathis Kenneth E	Practitioner - Non-Primary Care Provider (PCP)											
Hussar Rebecca Jaclene	Practitioner - Non-Primary Care Provider (PCP)											
Khaitin Yelena	Practitioner - Non-Primary Care Provider (PCP)											
Mustaca Christine L	Practitioner - Non-Primary Care Provider (PCP)											
Day Daniel David	Practitioner - Non-Primary Care Provider (PCP)											
Mathieson Michael Hugh	Practitioner - Non-Primary Care Provider (PCP)											
Vanvoorhis Timothy S	Practitioner - Non-Primary Care Provider (PCP)											
Lambert Amanda Marie	Practitioner - Non-Primary Care Provider (PCP)											
Gruhn William Lawrence	Practitioner - Non-Primary Care Provider (PCP)											
Giordano Diana F	Practitioner - Non-Primary Care Provider (PCP)											
Dillenbeck Brian Darrell	Practitioner - Non-Primary Care Provider (PCP)											
Breton James Wilfred	Practitioner - Non-Primary Care Provider (PCP)											
Kingsley Gerald Scott	Practitioner - Non-Primary Care Provider (PCP)											
Dulieu Stephanie	Practitioner - Non-Primary Care Provider (PCP)											
Dinicola Ashley S	Practitioner - Non-Primary Care Provider (PCP)											
Cooper Jayne L	Practitioner - Non-Primary Care Provider (PCP)											
Catafano Christina Marie	Practitioner - Non-Primary Care Provider (PCP)											



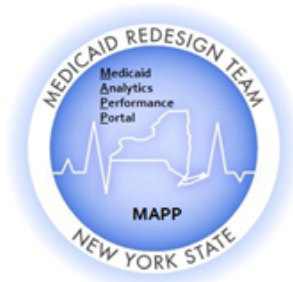
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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

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Lissow Meghan E	Practitioner - Non-Primary Care Provider (PCP)											
Kleehammer Daniel G	Practitioner - Non-Primary Care Provider (PCP)											
Horohe Maureen	Practitioner - Non-Primary Care Provider (PCP)											
Lewandowski Rebecca Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Strizak Katherine N	Practitioner - Non-Primary Care Provider (PCP)											
Flynn Rebecca A	Practitioner - Non-Primary Care Provider (PCP)											
Swallow Kristin Allison	Practitioner - Non-Primary Care Provider (PCP)											
Searls Margot	Practitioner - Non-Primary Care Provider (PCP)											
Mctammany Colleen M	Practitioner - Non-Primary Care Provider (PCP)											
Farrell Kaylee M	Practitioner - Non-Primary Care Provider (PCP)											
Staley Sue E	Practitioner - Non-Primary Care Provider (PCP)											
Cleveland Ashley C	Practitioner - Non-Primary Care Provider (PCP)											
Meyer Jason Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Soya Danielle C	Practitioner - Non-Primary Care Provider (PCP)											
Lenhard Samantha Lee	Practitioner - Non-Primary Care Provider (PCP)											
Hamann Valerie Ann	Practitioner - Non-Primary Care Provider (PCP)											
Jackson Christy Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Beatty Erin Colleen	Practitioner - Non-Primary Care Provider (PCP)											
Filmore Kristi Ann	Practitioner - Non-Primary Care Provider (PCP)											
Basha Hijazi Abdulaziz	Practitioner - Non-Primary Care Provider (PCP)											
Nasir Asad	Practitioner - Non-Primary Care Provider (PCP)											
Cordisco Maria	Practitioner - Non-Primary Care Provider (PCP)											
Meisner Nichole	Practitioner - Non-Primary Care Provider (PCP)											
Hamilton Mary	Practitioner - Non-Primary Care Provider (PCP)											
Royko Kristi	Practitioner - Non-Primary Care Provider (PCP)											
Sagola Kayleen N	Practitioner - Non-Primary Care Provider (PCP)											
Lynch Claire Jenny	Practitioner - Non-Primary Care Provider (PCP)											
Houpt Camille	Practitioner - Non-Primary Care Provider (PCP)											
Sutton Qiana Lenette	Practitioner - Non-Primary Care Provider (PCP)											
Hayek Joseph Pierre	Practitioner - Non-Primary Care Provider (PCP)											
Kleeh Chelsie M	Practitioner - Non-Primary Care Provider (PCP)											



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Kalia Hemant	Practitioner - Non-Primary Care Provider (PCP)												
Campe Kristin A	Practitioner - Non-Primary Care Provider (PCP)												
Gettings Elizabeth C	Practitioner - Non-Primary Care Provider (PCP)												
Brooks Amanda Leigh	Practitioner - Non-Primary Care Provider (PCP)												
Lee Stephen A	Practitioner - Non-Primary Care Provider (PCP)												
Hameed Mazin Majeed	Practitioner - Non-Primary Care Provider (PCP)												
Marini Pamela	Practitioner - Non-Primary Care Provider (PCP)												
Job Candice J	Practitioner - Non-Primary Care Provider (PCP)												
Steiner Mandy M	Practitioner - Non-Primary Care Provider (PCP)												
Bischoping Paul Joseph	Practitioner - Non-Primary Care Provider (PCP)												
Shaikh Huma	Practitioner - Non-Primary Care Provider (PCP)												
Smith Dawn A	Practitioner - Non-Primary Care Provider (PCP)												
Frunzi Sara	Practitioner - Non-Primary Care Provider (PCP)												
Laicer Cleopatra	Practitioner - Non-Primary Care Provider (PCP)												
Cayo Jacques Stanley	Practitioner - Non-Primary Care Provider (PCP)												
Smiley-Delahanty Vernice	Practitioner - Non-Primary Care Provider (PCP)												
Lickers Christopher Zachary Rpa-C	Practitioner - Non-Primary Care Provider (PCP)												
Sixt Shelley Anne	Practitioner - Non-Primary Care Provider (PCP)												
Ottmann Shane Erik	Practitioner - Non-Primary Care Provider (PCP)												
Barone John Michael	Practitioner - Non-Primary Care Provider (PCP)												
Lewis Stephen F	Practitioner - Non-Primary Care Provider (PCP)												
Fernandez Genaro	Practitioner - Non-Primary Care Provider (PCP)												
Rice Audrey	Practitioner - Non-Primary Care Provider (PCP)												
Romanki Matthew	Practitioner - Non-Primary Care Provider (PCP)												
Banda Jennifer A	Practitioner - Non-Primary Care Provider (PCP)												
Hulse Susan E	Practitioner - Non-Primary Care Provider (PCP)												
Yankowski Jennifer M	Practitioner - Non-Primary Care Provider (PCP)												
Bettcher Pamela Jean	Practitioner - Non-Primary Care Provider (PCP)												
Liu Dating	Practitioner - Non-Primary Care Provider (PCP)												
Xu Chunying	Practitioner - Non-Primary Care Provider (PCP)												
D'Souza John P	Practitioner - Non-Primary Care Provider (PCP)												



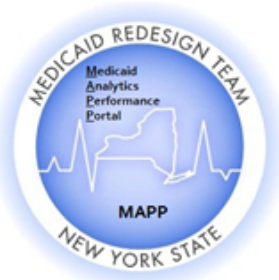
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Mueller Amy K	Practitioner - Non-Primary Care Provider (PCP)											
Rowe Karess Alanah	Practitioner - Non-Primary Care Provider (PCP)											
Wang Xiaofei	Practitioner - Non-Primary Care Provider (PCP)											
Lakhani Mayur Jivrajbhai	Practitioner - Non-Primary Care Provider (PCP)											
Daigler-Kluge Maureen M	Practitioner - Non-Primary Care Provider (PCP)											
Wang Ping	Practitioner - Non-Primary Care Provider (PCP)											
Karcz Marcin	Practitioner - Non-Primary Care Provider (PCP)											
Kim In Tae	Practitioner - Non-Primary Care Provider (PCP)											
Mcelroy Laura Ann	Practitioner - Non-Primary Care Provider (PCP)											
Petraglia Anthony Liberato	Practitioner - Non-Primary Care Provider (PCP)											
Ellicott Emilie	Practitioner - Non-Primary Care Provider (PCP)											
Ribeiro Analia Maria	Practitioner - Non-Primary Care Provider (PCP)											
Dorscheid Paul M	Practitioner - Non-Primary Care Provider (PCP)											
Garigen Sarah Marie	Practitioner - Non-Primary Care Provider (PCP)											
Andrzejewski Kelly Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Worthington Julie Lynn	Practitioner - Non-Primary Care Provider (PCP)											
O'Brien Brendan M	Practitioner - Non-Primary Care Provider (PCP)											
Beneski-Barlow Stephanie A	Practitioner - Non-Primary Care Provider (PCP)											
Arora Pallavi Rajiv	Practitioner - Non-Primary Care Provider (PCP)											
Mulholland James Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Bottoni Martha A	Practitioner - Non-Primary Care Provider (PCP)											
Meghan F Single Md	Practitioner - Non-Primary Care Provider (PCP)											
Osborne Christine Marie	Practitioner - Non-Primary Care Provider (PCP)											
Gigliotti Benjamin Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Imran Sikandar Shahzad	Practitioner - Non-Primary Care Provider (PCP)											
Malik Hanan	Practitioner - Non-Primary Care Provider (PCP)											
Malcolm Kenya	Practitioner - Non-Primary Care Provider (PCP)											
Livecchi Chrystal Ann	Practitioner - Non-Primary Care Provider (PCP)											
Kitchen Anthony Brian	Practitioner - Non-Primary Care Provider (PCP)											
Yankey Godfred Kwame-Nyamekech	Practitioner - Non-Primary Care Provider (PCP)											
Gupta Nisha	Practitioner - Non-Primary Care Provider (PCP)											



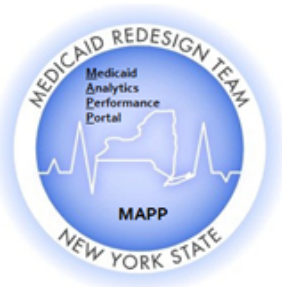
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Doyle Adam Joseph G	Practitioner - Non-Primary Care Provider (PCP)											
Ramchandani Charu	Practitioner - Non-Primary Care Provider (PCP)											
Wickramaratne Avanthika Thanushi	Practitioner - Non-Primary Care Provider (PCP)											
Hooker Staci Michele	Practitioner - Non-Primary Care Provider (PCP)											
Ojo Amole Oloyede	Practitioner - Non-Primary Care Provider (PCP)											
Thakkar Ashish Ramesh	Practitioner - Non-Primary Care Provider (PCP)											
Kothari Truptesh H	Practitioner - Non-Primary Care Provider (PCP)											
Holderbaum-Dober Barbara L	Practitioner - Non-Primary Care Provider (PCP)											
Lewandowski Christine Ann	Practitioner - Non-Primary Care Provider (PCP)											
Olson-Chen Courtney	Practitioner - Non-Primary Care Provider (PCP)											
Chen Wei	Practitioner - Non-Primary Care Provider (PCP)											
Burke Hannah C	Practitioner - Non-Primary Care Provider (PCP)											
Chase Karin Susanne	Practitioner - Non-Primary Care Provider (PCP)											
Schneider Ruth Baciewicz	Practitioner - Non-Primary Care Provider (PCP)											
Sigdel Shashi	Practitioner - Non-Primary Care Provider (PCP)											
Kralles John	Practitioner - Non-Primary Care Provider (PCP)											
Johnstone Natalie Jean	Practitioner - Non-Primary Care Provider (PCP)											
Walsh Colleen M	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Jarred Micah	Practitioner - Non-Primary Care Provider (PCP)											
Battaglia Christophe	Practitioner - Non-Primary Care Provider (PCP)											
Doyle Paula	Practitioner - Non-Primary Care Provider (PCP)											
Cummins Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Holahan Timothy	Practitioner - Non-Primary Care Provider (PCP)											
Malnoske Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Valencia Hugo	Practitioner - Non-Primary Care Provider (PCP)											
Jimenez-Loo Walkiria	Practitioner - Non-Primary Care Provider (PCP)											
Montgomery Christophe	Practitioner - Non-Primary Care Provider (PCP)											
Maniace Michelle Marie	Practitioner - Non-Primary Care Provider (PCP)											
Raudenbush Brandon	Practitioner - Non-Primary Care Provider (PCP)											
Manuylova Ekaterina	Practitioner - Non-Primary Care Provider (PCP)											
Glocker Roan	Practitioner - Non-Primary Care Provider (PCP)											



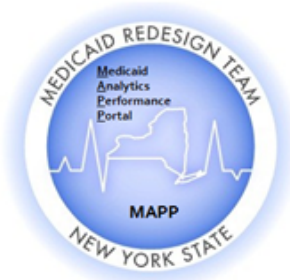
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Li Yan	Practitioner - Non-Primary Care Provider (PCP)											
Kareem Amjad	Practitioner - Non-Primary Care Provider (PCP)											
Powers Julian	Practitioner - Non-Primary Care Provider (PCP)											
Jattana Gagandeep	Practitioner - Non-Primary Care Provider (PCP)											
Miedlich Susanne Ursula	Practitioner - Non-Primary Care Provider (PCP)											
Bartosz Caren	Practitioner - Non-Primary Care Provider (PCP)											
Gonzalez Raul	Practitioner - Non-Primary Care Provider (PCP)											
Vilasagar Smitha	Practitioner - Non-Primary Care Provider (PCP)											
Dasari Jayaprakas Reddy	Practitioner - Non-Primary Care Provider (PCP)											
Readlynn Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Trakas Erin	Practitioner - Non-Primary Care Provider (PCP)											
Morrison Clinton	Practitioner - Non-Primary Care Provider (PCP)											
Zimmer Gregory	Practitioner - Non-Primary Care Provider (PCP)											
Dissanayake Wimal Samarasinghe	Practitioner - Non-Primary Care Provider (PCP)											
Darden Madeline June	Practitioner - Non-Primary Care Provider (PCP)											
Ressler Kimberly Ann	Practitioner - Non-Primary Care Provider (PCP)											
Yankey Rachel Diane	Practitioner - Non-Primary Care Provider (PCP)											
Kumari Savita	Practitioner - Non-Primary Care Provider (PCP)											
Salib Timothy Bochra	Practitioner - Non-Primary Care Provider (PCP)											
Raudenbush Elene Mp	Practitioner - Non-Primary Care Provider (PCP)											
Mohammed Akram	Practitioner - Non-Primary Care Provider (PCP)											
Matmati Kelly Suzanne	Practitioner - Non-Primary Care Provider (PCP)											
Magnuson Allison M	Practitioner - Non-Primary Care Provider (PCP)											
Polverino Gennaro M	Practitioner - Non-Primary Care Provider (PCP)											
Koukantla Padma Rekha	Practitioner - Non-Primary Care Provider (PCP)											
Fitzpatrick Lisa	Practitioner - Non-Primary Care Provider (PCP)											
Ajewole Sunkanmi Akanji	Practitioner - Non-Primary Care Provider (PCP)											
Schamel Shannon Shea	Practitioner - Non-Primary Care Provider (PCP)											
Upham Robbyn O'Connor	Practitioner - Non-Primary Care Provider (PCP)											
Mahmoud Mohamad	Practitioner - Non-Primary Care Provider (PCP)											
Leyshon Tal	Practitioner - Non-Primary Care Provider (PCP)											



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Brost Kimberly Joanne	Practitioner - Non-Primary Care Provider (PCP)												
Paivanas Brittany	Practitioner - Non-Primary Care Provider (PCP)												
Moon Amanda	Practitioner - Non-Primary Care Provider (PCP)												
Connolly Marina	Practitioner - Non-Primary Care Provider (PCP)												
O'Malley Natasha	Practitioner - Non-Primary Care Provider (PCP)												
Bhaskar Jayashri	Practitioner - Non-Primary Care Provider (PCP)												
Lavender Rebecca	Practitioner - Non-Primary Care Provider (PCP)												
Aloisio Nicholas	Practitioner - Non-Primary Care Provider (PCP)												
Jones Marybeth Rose	Practitioner - Non-Primary Care Provider (PCP)												
Dolohanty Lindsey	Practitioner - Non-Primary Care Provider (PCP)												
Legros Caitlin	Practitioner - Non-Primary Care Provider (PCP)												
Pangulur Prathima	Practitioner - Non-Primary Care Provider (PCP)												
Agarwal Akash	Practitioner - Non-Primary Care Provider (PCP)												
Mcelwain Katherine Marie	Practitioner - Non-Primary Care Provider (PCP)												
Shahdad Novreen	Practitioner - Non-Primary Care Provider (PCP)												
Boerman Jamie Michelle	Practitioner - Non-Primary Care Provider (PCP)												
Raifstanger Jacob William	Practitioner - Non-Primary Care Provider (PCP)												
Felix Nancy A	Practitioner - Non-Primary Care Provider (PCP)												
Wood Brian Patrick	Practitioner - Non-Primary Care Provider (PCP)												
Reno Lisa Marie	Practitioner - Non-Primary Care Provider (PCP)												
Schieber Byron Edward Dpm	Practitioner - Non-Primary Care Provider (PCP)												
Wexler Erika Levy	Practitioner - Non-Primary Care Provider (PCP)												
Kuehn Tyner	Practitioner - Non-Primary Care Provider (PCP)												
Becks Pamela Leach	Practitioner - Non-Primary Care Provider (PCP)												
Al Masry Mahmoud	Practitioner - Non-Primary Care Provider (PCP)												
Mckean Beitriz R	Practitioner - Non-Primary Care Provider (PCP)												
Hoerl Elizabeth Margaret	Practitioner - Non-Primary Care Provider (PCP)												
Morrell Megan Elaine	Practitioner - Non-Primary Care Provider (PCP)												
Mccarthy Frances Ann	Practitioner - Non-Primary Care Provider (PCP)												
Tilala Niral H	Practitioner - Non-Primary Care Provider (PCP)												
Pease Amy Carol	Practitioner - Non-Primary Care Provider (PCP)												



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Patel Nishaben D	Practitioner - Non-Primary Care Provider (PCP)											
Velia Shkendie	Practitioner - Non-Primary Care Provider (PCP)											
Robbins Marissa Marie	Practitioner - Non-Primary Care Provider (PCP)											
Spaulding Julana Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Turner Matthew Shane	Practitioner - Non-Primary Care Provider (PCP)											
Guset Adela	Practitioner - Non-Primary Care Provider (PCP)											
Yamahata Ashley N	Practitioner - Non-Primary Care Provider (PCP)											
Szklarska-Imiolek Magdalena Ewa	Practitioner - Non-Primary Care Provider (PCP)											
Butala Ankur Ajit	Practitioner - Non-Primary Care Provider (PCP)											
Eisenberg Katherine Wright	Practitioner - Non-Primary Care Provider (PCP)											
Cross Alan R	Practitioner - Non-Primary Care Provider (PCP)											
Murphy Sean P	Practitioner - Non-Primary Care Provider (PCP)											
Toly-Hughes Beth O	Practitioner - Non-Primary Care Provider (PCP)											
Guadalupe Dominique Ann	Practitioner - Non-Primary Care Provider (PCP)											
Shelters Kendra Lindsey	Practitioner - Non-Primary Care Provider (PCP)											
Musshafen Lauren M	Practitioner - Non-Primary Care Provider (PCP)											
Aneses Kasandra Ariel	Practitioner - Non-Primary Care Provider (PCP)											
Walker Molly Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Radwan Hussien Abdelmohse	Practitioner - Non-Primary Care Provider (PCP)											
Shah Ummara	Practitioner - Non-Primary Care Provider (PCP)											
Khalid Muhammad	Practitioner - Non-Primary Care Provider (PCP)											
Supple Nichole	Practitioner - Non-Primary Care Provider (PCP)											
Linehan David	Practitioner - Non-Primary Care Provider (PCP)											
Potter Amy	Practitioner - Non-Primary Care Provider (PCP)											
Rizvi Raba	Practitioner - Non-Primary Care Provider (PCP)											
Vidula Himabindu	Practitioner - Non-Primary Care Provider (PCP)											
Wilkinson Erin Marie	Practitioner - Non-Primary Care Provider (PCP)											
Chacko Shebene	Practitioner - Non-Primary Care Provider (PCP)											
Jamil Hassan	Practitioner - Non-Primary Care Provider (PCP)											
Alkassm Ammar Zaher	Practitioner - Non-Primary Care Provider (PCP)											
Uzor Robert Bellarmine Uwandu	Practitioner - Non-Primary Care Provider (PCP)											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Azad Mohammad Raihan	Practitioner - Non-Primary Care Provider (PCP)											
Capparelli Alicia K	Practitioner - Non-Primary Care Provider (PCP)											
Glover Kristen Jean	Practitioner - Non-Primary Care Provider (PCP)											
Gregg Thomas Robert	Practitioner - Non-Primary Care Provider (PCP)											
Lariccia Sarah Anne	Practitioner - Non-Primary Care Provider (PCP)											
Rana Asra	Practitioner - Non-Primary Care Provider (PCP)											
Cai Hui	Practitioner - Non-Primary Care Provider (PCP)											
Cano Sarah	Practitioner - Non-Primary Care Provider (PCP)											
Stair Brad Ryan	Practitioner - Non-Primary Care Provider (PCP)											
Schwenker Elizabeth A	Practitioner - Non-Primary Care Provider (PCP)											
Khelil Soufiane	Practitioner - Non-Primary Care Provider (PCP)											
Mangla Amy	Practitioner - Non-Primary Care Provider (PCP)											
Hallett Sarah B	Practitioner - Non-Primary Care Provider (PCP)											
Fellows Michalena Lucile Wallber	Practitioner - Non-Primary Care Provider (PCP)											
Tomlinson Anna P	Practitioner - Non-Primary Care Provider (PCP)											
Silver Kari Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Lee Junsoo Alexander	Practitioner - Non-Primary Care Provider (PCP)											
Shafer Thomas G	Practitioner - Non-Primary Care Provider (PCP)											
Holmes Katlyn S	Practitioner - Non-Primary Care Provider (PCP)											
Lehoux Juan M	Practitioner - Non-Primary Care Provider (PCP)											
Fleming Katheen Ann	Practitioner - Non-Primary Care Provider (PCP)											
Jubert Tina M	Practitioner - Non-Primary Care Provider (PCP)											
Pointon Tracy Lynne	Practitioner - Non-Primary Care Provider (PCP)											
Mccormick Holly	Practitioner - Non-Primary Care Provider (PCP)											
Cullinan James Patrick Iv	Practitioner - Non-Primary Care Provider (PCP)											
Ross Shawn	Practitioner - Non-Primary Care Provider (PCP)											
Carter Stephanie Janice	Practitioner - Non-Primary Care Provider (PCP)											
Depta Jeremiah Peter	Practitioner - Non-Primary Care Provider (PCP)											
Vasylyeva Olga	Practitioner - Non-Primary Care Provider (PCP)											
Gabriel Joseph M	Practitioner - Non-Primary Care Provider (PCP)											
Ogunbayo Gbolahan Olumuyiwa	Practitioner - Non-Primary Care Provider (PCP)											



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Wickett John	Practitioner - Non-Primary Care Provider (PCP)												
Coia Richard	Practitioner - Non-Primary Care Provider (PCP)												
Luthra Saurav	Practitioner - Non-Primary Care Provider (PCP)												
Lewis Mackenzie Ryan	Practitioner - Non-Primary Care Provider (PCP)												
Martin Rebecca A	Practitioner - Non-Primary Care Provider (PCP)												
Murphy,Susan	Practitioner - Non-Primary Care Provider (PCP)												
Ormond Stacy Marie	Practitioner - Non-Primary Care Provider (PCP)												
Spallina Jacqueline Denise	Practitioner - Non-Primary Care Provider (PCP)												
Desantis Amy E	Practitioner - Non-Primary Care Provider (PCP)												
Elsbree Pamela C	Practitioner - Non-Primary Care Provider (PCP)												
Stacy Robin Lee	Practitioner - Non-Primary Care Provider (PCP)												
Rembaum, Nancy-Jo Crna	Practitioner - Non-Primary Care Provider (PCP)												
Khalid Heena	Practitioner - Non-Primary Care Provider (PCP)												
Lavanga Jennifer	Practitioner - Non-Primary Care Provider (PCP)												
Burgess, Daniel Pa	Practitioner - Non-Primary Care Provider (PCP)												
Mauro Joseph	Practitioner - Non-Primary Care Provider (PCP)												
Ibrahim Marwa Ieliya	Practitioner - Non-Primary Care Provider (PCP)												
Schinlever Catherine Elizabeth	Practitioner - Non-Primary Care Provider (PCP)												
Kucharski, Mark Crna	Practitioner - Non-Primary Care Provider (PCP)												
Fazili Anees A	Practitioner - Non-Primary Care Provider (PCP)												
Elad Sharon	Practitioner - Non-Primary Care Provider (PCP)												
Howell Erik Henry	Practitioner - Non-Primary Care Provider (PCP)												
Burhans Kristen	Practitioner - Non-Primary Care Provider (PCP)												
Metzger Crna, Debbie	Practitioner - Non-Primary Care Provider (PCP)												
Spratt Pa, Barton	Practitioner - Non-Primary Care Provider (PCP)												
Grewal, Varinder	Practitioner - Non-Primary Care Provider (PCP)												
Kass-Hout Tareq	Practitioner - Non-Primary Care Provider (PCP)												
Mietz Andrew J	Practitioner - Non-Primary Care Provider (PCP)												
Gammada Yomiyyu Zelalem	Practitioner - Non-Primary Care Provider (PCP)												
Panwala Apurav Ashokkumar	Practitioner - Non-Primary Care Provider (PCP)												
Whaley Natalie Sue	Practitioner - Non-Primary Care Provider (PCP)												



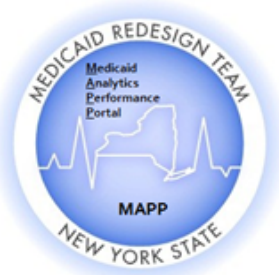
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Donegan,Christopher	Practitioner - Non-Primary Care Provider (PCP)											
Bellassai Krista Marie	Practitioner - Non-Primary Care Provider (PCP)											
Macrae (Handelman) Crna, Meghan	Practitioner - Non-Primary Care Provider (PCP)											
Youngs Pa, Kathleen	Practitioner - Non-Primary Care Provider (PCP)											
Price Jessica E	Practitioner - Non-Primary Care Provider (PCP)											
Fitzgerald Ashley D	Practitioner - Non-Primary Care Provider (PCP)											
Emma Bendana	Practitioner - Non-Primary Care Provider (PCP)											
Holy Childhood	Practitioner - Non-Primary Care Provider (PCP)											
Mammarello Paul Bri	Practitioner - Non-Primary Care Provider (PCP)											
Kousar Nadia	Practitioner - Non-Primary Care Provider (PCP)											
Patel Kinjal	Practitioner - Non-Primary Care Provider (PCP)											
Johnson Mahlon	Practitioner - Non-Primary Care Provider (PCP)											
Cynthia Zink	Practitioner - Non-Primary Care Provider (PCP)											
Whitbeck M Gordon Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Blum Crna, Ronald	Practitioner - Non-Primary Care Provider (PCP)											
Bell Susan	Practitioner - Non-Primary Care Provider (PCP)											
Napolitano Pa, Candi	Practitioner - Non-Primary Care Provider (PCP)											
Bentley Daniel Edwin	Practitioner - Non-Primary Care Provider (PCP)											
Silver Aaron Mordecai	Practitioner - Non-Primary Care Provider (PCP)											
Reid Robin Marie	Practitioner - Non-Primary Care Provider (PCP)											
Cullen John Daniel	Practitioner - Non-Primary Care Provider (PCP)											
Nersinger Lauren Michelle	Practitioner - Non-Primary Care Provider (PCP)											
Riker Paula Jane	Practitioner - Non-Primary Care Provider (PCP)											
Chan	Practitioner - Non-Primary Care Provider (PCP)											
Crandall, Michael	Practitioner - Non-Primary Care Provider (PCP)											
Kamath Nayana R	Practitioner - Non-Primary Care Provider (PCP)											
Salib Emily Ruth	Practitioner - Non-Primary Care Provider (PCP)											
Verhulst Megan M	Practitioner - Non-Primary Care Provider (PCP)											
Pederzolli Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Morrison Jaclyn Erin	Practitioner - Non-Primary Care Provider (PCP)											
Dapul Geraldine P	Practitioner - Non-Primary Care Provider (PCP)											



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Martin Amanda Kimberly	Practitioner - Non-Primary Care Provider (PCP)											
Harrington Jocelyn M	Practitioner - Non-Primary Care Provider (PCP)											
Oppedisano Audrey E	Practitioner - Non-Primary Care Provider (PCP)											
Pisani Anthony R	Practitioner - Non-Primary Care Provider (PCP)											
Pembroke Family Medicine	Practitioner - Non-Primary Care Provider (PCP)	✓										
Godshalk Kathryn Maureen	Practitioner - Non-Primary Care Provider (PCP)											
Moose Pa, Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Van Buren Laura Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Colleen O'Shell	Practitioner - Non-Primary Care Provider (PCP)											
Chao Amy	Practitioner - Non-Primary Care Provider (PCP)											
Griffith Cherisse S	Practitioner - Non-Primary Care Provider (PCP)											
Pettit Mark	Practitioner - Non-Primary Care Provider (PCP)											
Adunse Olutemi Ayodele	Practitioner - Non-Primary Care Provider (PCP)											
Gemayel Kimberly	Practitioner - Non-Primary Care Provider (PCP)											
Lawler, Robert	Practitioner - Non-Primary Care Provider (PCP)											
Hightchew Thembi J	Practitioner - Non-Primary Care Provider (PCP)											
Kristan Katharina Mariah	Practitioner - Non-Primary Care Provider (PCP)											
Noble, Frances Pa	Practitioner - Non-Primary Care Provider (PCP)											
Kirkowski John J	Practitioner - Non-Primary Care Provider (PCP)											
Hess Rebecca Kathleen	Practitioner - Non-Primary Care Provider (PCP)											
Ebersole,Alicia	Practitioner - Non-Primary Care Provider (PCP)											
Leonard Melissa	Practitioner - Non-Primary Care Provider (PCP)											
Meyer, Mary	Practitioner - Non-Primary Care Provider (PCP)											
Rochester City School District	Practitioner - Non-Primary Care Provider (PCP)											
Chrusc Icki Joseph E	Practitioner - Non-Primary Care Provider (PCP)											
Zutt Michael G	Practitioner - Non-Primary Care Provider (PCP)											
Clark, Tim	Practitioner - Non-Primary Care Provider (PCP)											
Smith Brett	Practitioner - Non-Primary Care Provider (PCP)											
Miranda Schult, Rdh	Practitioner - Non-Primary Care Provider (PCP)											
Meghan Lasponara Callanan	Practitioner - Non-Primary Care Provider (PCP)											
Meyers Clifford William	Practitioner - Non-Primary Care Provider (PCP)											



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Mruzek Daniel Phd	Practitioner - Non-Primary Care Provider (PCP)											
Ahmed Akbar Khurshid	Practitioner - Non-Primary Care Provider (PCP)											
Gee Alexis L	Practitioner - Non-Primary Care Provider (PCP)											
Massaro Crna, Karen	Practitioner - Non-Primary Care Provider (PCP)											
Mroueh Mohamad Jamil M Md	Practitioner - Non-Primary Care Provider (PCP)											
Evans Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Khan Muhammad Usman	Practitioner - Non-Primary Care Provider (PCP)											
Arieno Pa, James	Practitioner - Non-Primary Care Provider (PCP)											
Conrad Amber Ranee	Practitioner - Non-Primary Care Provider (PCP)											
Khan Shahid Mu	Practitioner - Non-Primary Care Provider (PCP)											
Powell, Eileen	Practitioner - Non-Primary Care Provider (PCP)											
Galletta,Cara M	Practitioner - Non-Primary Care Provider (PCP)											
Weaver Aaron David	Practitioner - Non-Primary Care Provider (PCP)											
Chateauneuf Pa, Ann	Practitioner - Non-Primary Care Provider (PCP)											
Benn Alexandria Marie	Practitioner - Non-Primary Care Provider (PCP)											
Legan Erica Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Tiffany Pa, Cheryl	Practitioner - Non-Primary Care Provider (PCP)											
Stanton Michael	Practitioner - Non-Primary Care Provider (PCP)											
Raymond Kemler Jr., Crna	Practitioner - Non-Primary Care Provider (PCP)											
Krencik Pa, Brad	Practitioner - Non-Primary Care Provider (PCP)											
Riesdorff, Eric	Practitioner - Non-Primary Care Provider (PCP)											
Chatham Deborah	Practitioner - Non-Primary Care Provider (PCP)											
Shelly, Gwendolyn	Practitioner - Non-Primary Care Provider (PCP)											
Argentieri Kayleigh	Practitioner - Non-Primary Care Provider (PCP)											
Krzemien Michael Dr.	Practitioner - Non-Primary Care Provider (PCP)											
Mu Christopher J	Practitioner - Non-Primary Care Provider (PCP)											
Lohia Mehul Mohmediqbal	Practitioner - Non-Primary Care Provider (PCP)											
Carla Beckham	Practitioner - Non-Primary Care Provider (PCP)											
Joseph Pa, Katharine	Practitioner - Non-Primary Care Provider (PCP)											
Stuver Meghan Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Lenhard Pa, Jaqueline	Practitioner - Non-Primary Care Provider (PCP)											



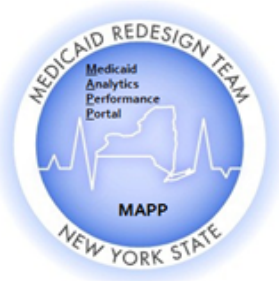
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Nirmal Kumar Fnu	Practitioner - Non-Primary Care Provider (PCP)											
Balmer-Swain Mallory Anne	Practitioner - Non-Primary Care Provider (PCP)											
Streb Adam Mr.	Practitioner - Non-Primary Care Provider (PCP)											
Matey Marcella Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Schinlever Michael Edward	Practitioner - Non-Primary Care Provider (PCP)											
Krautwurst, Jamie	Practitioner - Non-Primary Care Provider (PCP)											
Prabhu Pranav	Practitioner - Non-Primary Care Provider (PCP)											
Woodhams Np, Kathleen	Practitioner - Non-Primary Care Provider (PCP)											
Miller Lauren Anne	Practitioner - Non-Primary Care Provider (PCP)											
Soldiers/Sailors Mem Hsp Mh	Hospital											
Highland Hospital Of Rochester	Hospital											
Unity Hospital Rochester	Hospital											
Geneva General Hospital	Hospital											
Arnot Ogden Medical Center	Hospital	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼
St James Mercy Hospital	Hospital	▼	▼	▼	▼	▼		▼			▼	
St Josephs Hospital Elmira	Hospital											
F F Thompson Hospital	Hospital											
Clifton Springs Hsp Clinic	Hospital											
Nicholas H Noyes Mem Hosp	Hospital	▼	▼				▼			▼		▼
Newark-Wayne Com Hsp Inc	Hospital											
Jones Memorial Hospital	Hospital	▼	▼	▼		▼	▼			▼		▼
United Memorial Medical Ctr	Hospital											
Ira Davenport Mem Hsp In	Hospital											
Medina Memorial Hospital	Hospital											
Wyoming Community Hosp Co	Hospital	▼	▼	▼	▼		▼	▼	▼	▼	▼	
Monroe Community Hospital	Hospital											
Rochester General Hospital	Hospital	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼
Strong Memorial Hospital	Hospital	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼
Wayne Co Chp Nysarc Inc	Clinic											
Oak Orchard Community Health Ctr	Clinic	▼	▼	▼	▼	▼	▼	▼		▼	▼	▼
Soldiers/Sailors Mem Hsp Mh	Clinic											



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Finger Lakes Migrant Hlth	Clinic	✓	✓	✓		✓	✓	✓		✓	✓	✓
Easter Seals Comp Primary Dt	Clinic											
Highland Hospital Of Rochester	Clinic											
Orleans Co Hlth Dept Psshsp	Clinic											
Ucp Diagnostic And Trt Ctr	Clinic	✓	✓	✓	✓		✓					✓
A C Center Inc	Clinic	✓	✓	✓	✓		✓			✓	✓	✓
Liv/Wyoming Co Arc Mr	Clinic											
Catholic Charities Rochester	Clinic											
Orleans County Comm Svc Mh	Clinic											
Chemung County Doh Lthhcp	Clinic											
Planned Parenthood Of Niag Co	Clinic	✓										
Anthony L Jordan Health Ctr	Clinic	✓	✓	✓	✓	✓	✓			✓	✓	✓
Unity Hospital Rochester	Clinic											
Geneva General Hospital	Clinic											
Arnot Ogden Medical Center	Clinic											
St James Mercy Hospital	Clinic											
St Josephs Hospital Elmira	Clinic											
F F Thompson Hospital	Clinic											
Cayuga Cnty Dept Of Health	Clinic											
Allegany County Dept Of Hlth	Clinic											
Wyoming Co Health Dept	Clinic											
Genesee County Health Dept	Clinic											
Yates Bd Supv Co Phns Co	Clinic											
Wayne Cty Public Hlth Service	Clinic											
Steuben Board Of Superviso Co	Clinic	✓		✓	✓	✓	✓	✓		✓	✓	✓
Schuyler County Legislature	Clinic											
Ontario Bd Suprv Phns Co	Clinic											
Rochester Rehabilitation Ctr	Clinic	✓					✓					
Monroe Cnty Dept Hlth Clinic	Clinic											
Tri-County Family Medicine	Clinic	✓										
Livingston Cnty Hlth Dept	Clinic											



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Clifton Springs Hsp Clinic	Clinic											
Nicholas H Noyes Mem Hosp	Clinic											
Newark-Wayne Com Hsp Inc	Clinic											
Jones Memorial Hospital	Clinic											
United Memorial Medical Ctr	Clinic											
Ira Davenport Mem Hsp In	Clinic											
Medina Memorial Hospital	Clinic											
Wyoming Community Hosp Co	Clinic											
Rochester General Hospital	Clinic											
Strong Memorial Hospital	Clinic											
Rushville Health Center Inc	Clinic	▼	▼	▼		▼	▼					▼
Stepping Stones Learning Center	Clinic											
Seneca County Health Department	Clinic											
Liberty Resources Psychology Physic	Clinic											
People Inc Cssz38	Clinic											
His Branches Inc	Clinic											
Huther Health Clinic	Clinic											
Liberty Resources Inc	Case Management / Health Home	▼	▼				▼			▼		
St Josephs Villa Of Rocheste	Case Management / Health Home	▼	▼				▼				▼	
Wayne Co Chp Nysarc Inc	Case Management / Health Home	▼	▼	▼	▼	▼	▼	▼	▼		▼	▼
Onondaga Case Management Inc	Case Management / Health Home											
Soldiers/Sailors Mem Hsp Mh	Case Management / Health Home											
Easter Seals Comp Primary Dt	Case Management / Health Home											
Depaul Comm Ser Mh	Case Management / Health Home											
Cayuga Hm For Children Mh	Case Management / Health Home											
Living Opp Of Depaul Mh	Case Management / Health Home	▼			▼			▼				
Family Ser Of Chemung Cnty Mh	Case Management / Health Home											
Mid Erie Mental Health Svc	Case Management / Health Home											
Pathways Inc	Case Management / Health Home											
Orleans Co Arc	Case Management / Health Home											
Ontario Arc	Case Management / Health Home	▼										



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Mary Cariola Child Ctr	Case Management / Health Home											
Omrdd/Lochland School Inc	Case Management / Health Home											
Lifetime Assistance-Wny	Case Management / Health Home											
Lifetime Assistance-FI	Case Management / Health Home											
Omrdd/Genesee Co Arc	Case Management / Health Home											
Omrdd/Chemung Co Arc-FI	Case Management / Health Home											
Southern Tier Aids Program Ai	Case Management / Health Home											
Livingston Co Mh Icm	Case Management / Health Home											
Lakeview Mental Health Icm Mh	Case Management / Health Home											
Seneca Co Bd Of Supvrs Pshsp	Case Management / Health Home											
Rochester Mental Hlth Ctr Mh	Case Management / Health Home											
Park Ridge Mental Hlth Ctr Mh	Case Management / Health Home											
Schuyler Co Mhc Mh	Case Management / Health Home											
Steuben Cnty Comm Svcs Bd Mh	Case Management / Health Home											
Allegany Rehab Assoc Mh	Case Management / Health Home	▼	▼			▼	▼	▼			▼	
Allegany Co Community Svcs Mh	Case Management / Health Home	▼						▼				
A C Center Inc	Case Management / Health Home											
Catholic Charities Rochester	Case Management / Health Home	▼			▼			▼			▼	▼
Genesee Cty Mh	Case Management / Health Home											
Orleans County Comm Svc Mh	Case Management / Health Home											
Huther-Doyle Mem Institute	Case Management / Health Home											
Allegany Dept Of Health Lthhc	Case Management / Health Home											
Rtf Crestwood Childrens Ctr	Case Management / Health Home											
Wayne Cnty Community Srv Brd	Case Management / Health Home											
Genesee County Hlth Hha Co	Case Management / Health Home											
Orleans County Doh Hha	Case Management / Health Home											
Yates County Home Health	Case Management / Health Home											
Wayne Comm Nursing Care	Case Management / Health Home											
Steuben Co Pub Hlth & Nsg Srv	Case Management / Health Home											
Schuyler Home Hlth Agcy Co	Case Management / Health Home											
Monroe County Chha	Case Management / Health Home											



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Livingston Cnty Hlth Dept	Case Management / Health Home											
Strong Memorial Hospital	Case Management / Health Home											
Monroe Cnty Dept Of Health	Case Management / Health Home											
Liberty Resources Psychology Physic	Case Management / Health Home											
Health Home Partners Of Wny Llc	Case Management / Health Home	▼	▼	▼			▼	▼				▼
Chautauqua County Department Of Mh	Case Management / Health Home											
Schuyler County Chapter Nysarc Inc	Case Management / Health Home											
Greater Rochester Hlth Home Network	Case Management / Health Home	▼	▼	▼	▼	▼	▼	▼			▼	
Liberty Resources Inc	Mental Health											
Hillside Childrens Ctr	Mental Health											
St Josephs Villa Of Rocheste	Mental Health											
Arc Of Monroe County, The	Mental Health	▼	▼	▼	▼	▼	▼	▼				
Mazourek Shirley	Mental Health											
Chiang Olivia	Mental Health											
Mcintyre Kevin	Mental Health											
Rehmani Shahida	Mental Health											
Sarakanti Satyavathy Md	Mental Health											
Yacona Anthony	Mental Health											
Warner Gary Christopher Phd	Mental Health											
Santos Elizabeth J Md	Mental Health											
Chlebus Patricia	Mental Health											
Vierhile Amy E Np	Mental Health											
Tessena Matthew	Mental Health											
Strollo Bonnie Np	Mental Health											
Boyle Lisa L Md	Mental Health											
Liberatore Angela M Np	Mental Health											
Peters Joseph I Jr Lcsw	Mental Health											
Onondaga Case Management Inc	Mental Health	▼	▼	▼	▼	▼	▼	▼				
Elmira Psychiatric Center	Mental Health											
Michaels M Elizabeth Md	Mental Health											
Smith Jeremy Douglas Md	Mental Health											



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Spurling Ronald D Md	Mental Health											
Soldiers/Sailors Mem Hsp Mh	Mental Health											
Seger Anca Md	Mental Health											
Cheema Muhammad Md	Mental Health											
Housing Optns Geriatric Assoc	Mental Health											
Tomek Leslie	Mental Health											
Andolsek Mary Ellen	Mental Health											
Caprio Thomas Vincent Md	Mental Health											
Strahosky Susan M Md	Mental Health											
Mapstone Mark E	Mental Health											
West Jennifer C	Mental Health											
Adams Heather Rebeccah Phd	Mental Health											
Fleeman Jennifer Anne Phd	Mental Health											
Villani Anthony Joseph Md	Mental Health											
Scharf Michael Adair Md	Mental Health											
Elmira Psychiatric Center	Mental Health											
Schneider William Normand Phd	Mental Health											
Easter Seals Comp Primary Dt	Mental Health											
Cole Deborah	Mental Health											
Mc Cann Christina	Mental Health											
Magyar Caroline Ilona	Mental Health											
Gaudette Marc D Phd	Mental Health											
Yost J Kelley Phd	Mental Health											
Yeager Roger	Mental Health											
Ebrahimi-Fard Behrooz Md	Mental Health											
Mead James C Md	Mental Health											
Garrison David M Md	Mental Health											
Marino John C	Mental Health											
Calnan Kathleen M	Mental Health											
Corbett-Dick Patricia Anne	Mental Health											
Cole Lynn Lilly	Mental Health											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Slimmer Lisa M Md	Mental Health												
Cayuga Hm For Children Mh	Mental Health												
Smith Sherrie L Csw	Mental Health												
Ismail Muhammad Saleem Md	Mental Health												
Chesire Amy Marie Csw	Mental Health												
Living Opp Of Depaul Mh	Mental Health												
Family Ser Of Chemung Cnty Mh	Mental Health												
Mid Erie Mental Health Svc	Mental Health	✓					✓				✓		
Wyman Peter Allen Phd	Mental Health												
Coffey Kevin A Coffey Lcsw	Mental Health												
Coy Carol Ann	Mental Health												
Basler Stephen Carl	Mental Health												
Pathways Inc	Mental Health												
Currier Glenn W Md	Mental Health												
Digiovanni Sue Kim Md	Mental Health												
Chaudron Linda Harriet Md	Mental Health												
Peckham Kimberly R	Mental Health												
Poleshuck Ellen Lee Phd	Mental Health												
Goldenberg Beth	Mental Health												
Mick Robert Lee	Mental Health												
Vasile Joseph S Md	Mental Health												
Medina-Walpole Annette M Md	Mental Health												
Kaufman David	Mental Health												
Yeon Choon	Mental Health												
Sandoz Andrea	Mental Health												
Fotiou Alexandra	Mental Health												
Rosica Lisa M Md	Mental Health												
Nasra George Salim Md	Mental Health												
Porsteinsson Anton Pjetur Md	Mental Health												
Landy Douglas Alan Md	Mental Health												
Christie Michael L Md	Mental Health												



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Wallace James M	Mental Health											
Weisman Robert Lawrence Md	Mental Health											
Livingston Co Mh Icm	Mental Health											
Jakobi Antoinette Md	Mental Health											
Olesko Barbara A	Mental Health											
Hyman Susan L Md	Mental Health											
Nickels Mark William Md	Mental Health											
Lewis Janet Lisa	Mental Health											
Challapalli Vishnu Prasad	Mental Health											
Bierdeman Brenda	Mental Health											
Brewer Eric Joseph Md	Mental Health											
Varallo Mark A Md	Mental Health											
Rtf Hs Of The Good Shepherd	Mental Health											
Elmira Glove House Inc	Mental Health											
Lakeview Mental Health Icm Mh	Mental Health	▼		▼	▼	▼		▼				
Ortega Tulio Roberto Md	Mental Health											
Demarco Laura Phd	Mental Health											
Duffy Katherine Plough Md	Mental Health											
Unity House Cayuga County Inc	Mental Health											
Marrocco Mary K Md	Mental Health											
Pathways Inc	Mental Health											
Elmira Psychiatric Center	Mental Health											
Arcadia Family Practice Pc	Mental Health											
Langfitt John T Phd	Mental Health											
Rochester Mental Hlth Ctr Mh	Mental Health											
Schuyler Co Mhc Mh	Mental Health											
Winship Community Resid Inc	Mental Health											
Depaul Mental Hlth Svcs B	Mental Health											
Cath Char Inc/So Tier Off	Mental Health											
East House Corporation	Mental Health	▼	▼	▼	▼		▼	▼			▼	▼
Steuben Cnty Comm Svcs Bd Mh	Mental Health											



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Allegany Rehab Assoc Mh	Mental Health											
Mcgrath Michael Gerard Md	Mental Health											
Pathways Inc	Mental Health	▼	▼	▼		▼						
Talbot Nancy Lynn	Mental Health											
Dawood Muhammad Md	Mental Health											
Pollard Robert Q Jr Phd	Mental Health											
Challapalli Roopa Md	Mental Health											
Reddy Prakash Patolla Md	Mental Health											
Houghtalen Rory P Md	Mental Health											
Lyness Jeffrey M Md	Mental Health											
Catholic Charities Rochester	Mental Health											
Ohm Mina Elizabeth Md	Mental Health											
Mustafa Syed Izhar Md	Mental Health											
Genesee Cty Mh	Mental Health											
Roskin Joan Md	Mental Health											
Orleans County Comm Svc Mh	Mental Health											
Leibovici Adrian Md	Mental Health											
Bauer Stephen Fredrick Md	Mental Health											
Baker Hall,Inc	Mental Health											
Alpert Gillis Linda Jayne	Mental Health											
Watson William H Phd	Mental Health											
Lamberti Steven J Md	Mental Health											
Rich Steven A Md	Mental Health											
Rodic Stanko Md	Mental Health											
Tanna Suresh J Md	Mental Health											
Chemung Co Nys Arc Children'S	Mental Health	▼	▼				▼	▼				
Conwell Yeates Md	Mental Health											
Nanavati Dinesh Mukundrai Md	Mental Health											
Sulkes Stephen B Md	Mental Health											
King Deborah A Phd	Mental Health											
Rtf Baker Hall	Mental Health											



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Schneider Eugene John Md	Mental Health												
Rtf Crestwood Childrens Ctr	Mental Health												
Bottros Isis W Md	Mental Health												
Western Ny Childrens Pc	Mental Health												
Rochester Pc	Mental Health												
Privitera Michael R Md	Mental Health												
Seeger Gregory L Md	Mental Health												
Rao Raja V Md	Mental Health												
Baciewicz Gloria Jean Md	Mental Health												
Syracuse Brick House Inc	Mental Health												
Mh Svc Erie Southeast Corp V	Mental Health												
Mcdaniel Susan Holmes Phd	Mental Health												
Kreipe Richard Edmund Md	Mental Health												
Loeb Stuart L Md	Mental Health												
Western Ny Childrens Pc	Mental Health												
Elmira Pc	Mental Health												
Rochester Pc	Mental Health												
Caine Eric D Md	Mental Health												
Patil Kashinath B Md	Mental Health												
Rapoport Ram Wesley Md	Mental Health												
Schubmehl James M D	Mental Health												
Rennert Eric Md	Mental Health												
Chen Albert King-Cent	Mental Health												
Unity Hospital Rochester	Mental Health												
Qadeer Sheikh A Md	Mental Health												
St James Mercy Hospital	Mental Health												
St Josephs Hospital Elmira	Mental Health												
Ontario Cnty Dept Of M H	Mental Health	▼					▼	▼			▼		
Seneca Cnty Community Svc Boa	Mental Health												
De Paul Community Svcs Inc	Mental Health												
Wayne Cnty Community Srv Brd	Mental Health												



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Steuben Cnty Comm Svcs Brd	Mental Health												
Rochester Rehabilitation Ctr	Mental Health												
Clifton Springs Hsp Clinic	Mental Health												
Nicholas H Noyes Mem Hosp	Mental Health												
Newark-Wayne Com Hsp Inc	Mental Health												
Medina Memorial Hospital	Mental Health												
Wyoming Community Hosp Co	Mental Health												
Rochester General Hospital	Mental Health												
Strong Memorial Hospital	Mental Health												
Jonovich Sarah Jayne Phd	Mental Health												
Silverman Laura Beth Phd	Mental Health												
Ryan Melissa M	Mental Health												
Damann Krista Marguerite Phd	Mental Health												
Aronzon Denise	Mental Health												
Roesser Jessica Lynn	Mental Health												
Cardella Laura Henrichs	Mental Health												
O'Hearn Amanda	Mental Health												
Swogger Marc	Mental Health												
Teisl Michael	Mental Health												
Cui Xingjia	Mental Health												
Whelpley Robert Wightman	Mental Health												
Pigeon Wilfred	Mental Health												
Fagan Kelly Anne	Mental Health												
Hayton-Oechsle Laura L	Mental Health												
Richman Jennifer	Mental Health												
Huber Samuel	Mental Health												
Egan Joann Romano Np	Mental Health												
Mangarelli Patricia Ann	Mental Health												
Gardy Dorota Sylvia	Mental Health												
Fugle Anne	Mental Health												
Shafiq Nusrat	Mental Health												



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Kovac-Tantalo Linda	Mental Health												
Erie County South East Corp V	Mental Health	▼	▼	▼	▼		▼	▼			▼	▼	
Burkat Paul	Mental Health												
Mary Ann Mangiola-Wilson	Mental Health												
Cerrito Beth	Mental Health												
Stump Johanna Rose	Mental Health												
Portillo Guillermo	Mental Health												
Kurien Mani	Mental Health												
Swanger Gagne Michelle Sue	Mental Health												
Guiffre Aubree Marie	Mental Health												
Hasselberg Michael	Mental Health												
Kimberly A Brown	Mental Health												
Lewis Amanda J Np	Mental Health												
Northrup Valerie A	Mental Health												
Harmon Ashley A	Mental Health												
Hong Jane H	Mental Health												
Digiovanni Anthony P	Mental Health												
Butler Nichole	Mental Health												
Desa Melissa M	Mental Health												
Simson Michael David	Mental Health												
Massachi Sasha	Mental Health												
Mancuso Darren Louis	Mental Health												
Ladarola Suzannah Joy	Mental Health												
Nowicky Lenore T	Mental Health												
Travers Jay	Mental Health												
Fabian Janet	Mental Health												
Fortuna-Dwulit Roma	Mental Health												
Wagner Gerhardt Stefan	Mental Health												
Bilinski Marie H	Mental Health												
Zhai Hongtao	Mental Health												
Clendenin Carol	Mental Health												



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Belen Alfred Dennis	Mental Health												
Muxworthy Heather	Mental Health												
Johnson Jara Kim	Mental Health												
Long Gail	Mental Health												
Rowles Katherine W	Mental Health												
Decaporale-Ryan Lauren Nicole	Mental Health												
The Healing Connection Inc	Mental Health	▼											
Campe Kristin A	Mental Health												
Frunzi Sara	Mental Health												
Barone John Michael	Mental Health												
Romanki Matthew	Mental Health												
Xu Chunying	Mental Health												
Beneski-Barlow Stephanie A	Mental Health												
Malcolm Kenya	Mental Health												
Szklarska-Imiolek Magdalena Ewa	Mental Health												
Murphy Sean P	Mental Health												
Mccormick Holly	Mental Health												
Mietz Andrew J	Mental Health												
Catholic Charities Of The Diocese	Mental Health												
Hillside Childrens Ctr	Substance Abuse												
St Josephs Villa Of Rocheste	Substance Abuse												
Prcd Inc	Substance Abuse												
Catholic Charities Community	Substance Abuse												
Delphi Drug Alcohol Council	Substance Abuse	▼				▼	▼		▼		▼	▼	
Mid Erie Mental Health Svc	Substance Abuse												
Baden Street Settlement	Substance Abuse												
Dick Van Dyke A T C	Substance Abuse	▼									▼		
John L Norris A T C	Substance Abuse	▼		▼							▼		
Conifer Park	Substance Abuse												
Allegany Rehab Assoc Mh	Substance Abuse												
Catholic Charities Rochester	Substance Abuse												



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Huther-Doyle Mem Institute	Substance Abuse	☑	☑	☑	☑	☑	☑	☑			☑		
Cattaraugus Cnty Alchl&Sub Ab	Substance Abuse												
Steuben County Alcoholism Sub	Substance Abuse												
Genesee Council On Alcoholism	Substance Abuse	☑					☑	☑			☑		
Depaul Addiction Services Inc	Substance Abuse												
Syracuse Brick House Inc	Substance Abuse												
Council Alcohol Sub Abuse Livingstn	Substance Abuse	☑	☑	☑			☑	☑			☑	☑	
Action For A Better Community	Substance Abuse												
Mh Svc Erie Southeast Corp V	Substance Abuse												
Allegany Council On Alcohol	Substance Abuse	☑				☑	☑				☑		
F L A C R A	Substance Abuse	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	
Unity Hospital Rochester	Substance Abuse												
St James Mercy Hospital	Substance Abuse												
St Josephs Hospital Elmira	Substance Abuse												
Seneca Cnty Community Svc Boa	Substance Abuse												
Wayne Cnty Community Srv Brd	Substance Abuse												
Clifton Springs Hsp Clinic	Substance Abuse												
United Memorial Medical Ctr	Substance Abuse												
Rochester General Hospital	Substance Abuse												
Strong Memorial Hospital	Substance Abuse												
Erie County South East Corp V	Substance Abuse												
Recovery Counseling, Llc	Substance Abuse	☑									☑		
Baird Nursing Home	Nursing Home												
Fairport Baptist Homes Adhc	Nursing Home	☑							☑	☑			
Wnys Veterans Hm At Batavia	Nursing Home	☑							☑				
The Highlands At Brighton	Nursing Home												
North Park Nursing Home Inc	Nursing Home												
Ira Davenport Mem Hosp Adhc	Nursing Home												
Hill Haven Rgh	Nursing Home												
Huntington Living Center	Nursing Home												
Mercycare Non Occ	Nursing Home												

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St Anns Home For Aged Non Occ	Nursing Home											
Mm Ewing Continuing Cr Ctr Ad	Nursing Home											
Living Center At Geneva South	Nursing Home											
Aaron Manor Rehab & Nrs Cente	Nursing Home											
Blossom View Nursing Home Inc	Nursing Home											
Penfield Place	Nursing Home											
Unity Living Center	Nursing Home											
Wellsville Manor Care Center	Nursing Home											
Absolut Ct Nr & Reh At Three Rivers	Nursing Home	▼										
Bethany Nursing Home Hrf	Nursing Home	▼		▼					▼			
Jewish Home Infirmary Non Occ	Nursing Home	▼							▼			
Wedgewood Nursing Home	Nursing Home											
Wayne County Nursing Home	Nursing Home											
Avon Nursing Home	Nursing Home											
Wesley Gardens Corporation Sn	Nursing Home											
Chemung County Health Ctr Nsg	Nursing Home											
Leroy Village Green Rhcf Inc	Nursing Home	▼		▼					▼			▼
East Side Nursing Home	Nursing Home											
Genesee Cnty Snf Batavia	Nursing Home	▼		▼					▼			
Hornell Gardens	Nursing Home											
Soldiers & Sailors Mem Snf	Nursing Home											
Wayne Health Care	Nursing Home											
Newark Manor Nursing Home	Nursing Home											
Seneca Nursing & Rehab Ctr LI	Nursing Home											
Living Center At Geneva North	Nursing Home											
Elm Manor Nursing Home	Nursing Home											
Woodside Manor Nursing Home	Nursing Home											
Westgate Nursing Home Inc	Nursing Home											
St Johns Hlth Care Corporatio	Nursing Home											
Blossom North Nrs & Rehab Center	Nursing Home											
The Shore Winds	Nursing Home											



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Crest Manor Living & Rehab Ctr	Nursing Home	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Brightonian Inc	Nursing Home											
Livingston County Ctr Nrs & Rehab	Nursing Home											
Conesus Lake Nursing Home	Nursing Home											
St Anns Community	Nursing Home											
St Josephs Hosp Snf	Nursing Home											
Monroe Community Hosp	Nursing Home											
Medina Memorial Hospital Snf	Nursing Home											
Wyoming County Comm Hosp Snf	Nursing Home											
Clifton Springs Hosp & Clinic	Nursing Home											
Latta Road Nursing Home	Nursing Home											
Blossom Health Care Center	Nursing Home	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>			
Hamilton Manor Nursing Home	Nursing Home											
The Villages Of Orleans Hlth Reh Ct	Nursing Home											
The Hurlbut	Nursing Home											
Highland Health Care Center S	Nursing Home											
Elcor Nursing & Rehab Ctr	Nursing Home											
St Johns Penfield Homes Corporation	Nursing Home											
Park Ridge Nursing Home Inc	Nursing Home											
Pavilion Operations , Llc	Nursing Home	<input checked="" type="checkbox"/>										
Batavia Health Care Center Llc	Nursing Home											
Steuben Operations Associates Llc	Nursing Home											
Ontario Operations Assoc Llc	Nursing Home											
Kolstee Karen Elizabeth Rn	Pharmacy											
Innovative Services Inc	Pharmacy											
Sorensen Anna F Rn	Pharmacy											
Oak Orchard Community Health Ctr	Pharmacy											
Paine Theodora Sendera	Pharmacy											
Amodio Corinne Danielle Cnm	Pharmacy											
Park Ridge Apothecary Nc	Pharmacy											
Gray Donna Kay Cnm	Pharmacy											



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Farnham Tammy Cnm	Pharmacy												
Obrecht Michael Robert Md	Pharmacy												
Mcentee James J	Pharmacy												
Innovative Services Inc	Pharmacy												
A C Center Inc	Pharmacy												
Park Ridge Apothecary Inc	Pharmacy												
Geroulds Prof Pharm Inc	Pharmacy												
Geroulds Prof Pharm Inc	Pharmacy	✓		✓								✓	
Gerould S Professional Phcy	Pharmacy												
Clifton Springs Hsp Clinic	Pharmacy												
Newark-Wayne Com Hsp Inc	Pharmacy												
Monroe Community Hospital	Pharmacy												
Rochester General Hospital	Pharmacy												
Strong Memorial Hospital	Pharmacy												
Lifetime Pharmacy Llc	Pharmacy												
Suzanne Wright Tamera S	Pharmacy												
Naples Apothecary Inc	Pharmacy												
Ontario-Yates Hospice	Hospice												
Livingston County Hospice	Hospice												
Visiting Nurse Hosp/Pal Care	Hospice												
Home Care And Hospice	Hospice												
Hcr	Hospice												
Southern Tier Hospice/Pall Ca	Hospice	✓		✓					✓				
Lifetime Care/Hsp Roc/Wayne/S	Hospice												
Vna Of Western Ny Inc	Hospice												
L Woerner Inc	Hospice												
A Reflections Of You Counseling & Support Services, Llc	Community Based Organizations												
Abell, Deborah	Community Based Organizations												
Advanced Foot Care Center	Community Based Organizations												
Ahmed R. Khan	Community Based Organizations												
Ahmed, Ansar	Community Based Organizations												



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Al Sigi Community Of Agencies	Community Based Organizations												
Allegany Co Chapter Arc Day	Community Based Organizations												
Allegany County Chapter Nysarc Rsp	Community Based Organizations												
Allegany County Chapter Nysarc Smp	Community Based Organizations												
Allegany County Chapter Nysarc Spv	Community Based Organizations												
Allegany County Department Of Health	Community Based Organizations	☑											
Allegany/Western Steuben Rural Health Network, Inc	Community Based Organizations												
Allen, Jana	Community Based Organizations												
Alternatives For Battered Women	Community Based Organizations												
Amanda D. Hagen	Community Based Organizations												
American Home Patient	Community Based Organizations												
American Lung Association	Community Based Organizations												
Amethyst Joseph Peters, Llc	Community Based Organizations												
Amici Behavioral Health	Community Based Organizations												
Amin, Rutvic	Community Based Organizations												
Andrew T. Burr	Community Based Organizations												
Anthony Salazzo	Community Based Organizations												
Anthony Salazzo Md	Community Based Organizations												
Apple Transportation, Inc.	Community Based Organizations	☑											
Arbor Housing And Development	Community Based Organizations	☑			☑			☑					
Arc Of Steuben	Community Based Organizations												
Arnot Health	Community Based Organizations												
Arthritis Center Of Rochester	Community Based Organizations												
Autism Up	Community Based Organizations	☑				☑							
Avoca Medical Office	Community Based Organizations												
Bateman, Crystal	Community Based Organizations												
Benedette P. Minnella Md Pllc	Community Based Organizations												
Bhavani P. Kone	Community Based Organizations												
Bish, Shelly	Community Based Organizations												
Bittel, Jeremy	Community Based Organizations												
Bloomfield Family Practice	Community Based Organizations												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Borg & Ide Imaging, P.C.	Community Based Organizations												
Borge-Janania, Ana	Community Based Organizations												
Bose, Anirban	Community Based Organizations												
Brighton Medicine Associates, P.C.	Community Based Organizations												
Brighton Volunteer Ambulance	Community Based Organizations												
Brockport Family Medicine	Community Based Organizations												
Brockport Internal Medicine	Community Based Organizations												
Brockport Volunteer Ambulance Corp	Community Based Organizations												
Brost, Kimberly	Community Based Organizations												
Brown, Mark	Community Based Organizations												
Bruce Hira Md	Community Based Organizations												
Bruce R. Smoller	Community Based Organizations												
Cai, Hui	Community Based Organizations												
Calkins Creek Family Medicine	Community Based Organizations												
Calkins Medical Group	Community Based Organizations												
Cameron Ministries	Community Based Organizations												
Canal Landing	Community Based Organizations												
Canal Park Family Medicine	Community Based Organizations												
Canandaigua Va Medical Center	Community Based Organizations												
Canisteo (Aka Bruce Mackellar Md Pc)	Community Based Organizations	✓	✓									✓	
Casa Of Rochester Monroe County	Community Based Organizations												
Catholic Charites Of Steuben	Community Based Organizations	✓			✓	✓				✓	✓		
Catholic Charities Of Finger Lakes	Community Based Organizations												
Cayuga Counseling Services, Inc.	Community Based Organizations	✓					✓	✓			✓		
Cayuga County Community Mental Health Center	Community Based Organizations												
Center For Remote Medical Management	Community Based Organizations												
Center For Urology, PLLC	Community Based Organizations												
Centers Health Care	Community Based Organizations	✓							✓				
Charles Settlement House	Community Based Organizations	✓											
Chataqua County Mental Health	Community Based Organizations												
Chemung County Dept Of Aging And Long Term Care	Community Based Organizations												



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Chemung County Health Department	Community Based Organizations												
Children'S Health Home Of Upstate New York	Community Based Organizations												
Children'S Institute, Inc	Community Based Organizations												
Christa L. Whitney-Miller	Community Based Organizations												
Christine Stewart Md	Community Based Organizations												
Churchville Chili Family Medicine	Community Based Organizations												
Citizen'S Hose Company	Community Based Organizations												
Clemensen Family Practice	Community Based Organizations												
Clifton Springs Family Medicine	Community Based Organizations												
Clifton Springs Outpatient Clinic	Community Based Organizations												
Clinical Associates Of The Southern Tier (Arnot Health)	Community Based Organizations												
Cobblestone Healthcare	Community Based Organizations												
Companion Care Of Rochester	Community Based Organizations	▼											
Compassionandsupport.Org, Technical Assistance Center For Emolst, Molst & Cccc	Community Based Organizations												
Compeer, Inc. / Nys Programs	Community Based Organizations	▼		▼		▼	▼	▼			▼		
Comprehensive Interdisciplinary Developmental Services, Inc.	Community Based Organizations												
Coordinated Care Services, Inc.	Community Based Organizations												
Corfu Family Care Center	Community Based Organizations												
Council Of Agency Executives	Community Based Organizations												
Council On Addiction Recovery Services, Inc.	Community Based Organizations												
Council On Alcohol And Addictions Of The Finger Lakes	Community Based Organizations												
Covel, Todd	Community Based Organizations												
Cross Keys Internal Medicine	Community Based Organizations												
Cutrone, Marietta	Community Based Organizations												
Cywinski, David	Community Based Organizations												
Daigler Kluge	Community Based Organizations												
Daigler-Kluge Np, Maureen	Community Based Organizations												
Dailor, Heather	Community Based Organizations												
Dale Deahn Md, Pllc	Community Based Organizations												
Daoud, Magna	Community Based Organizations												
David R. Weber	Community Based Organizations												



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Daystar	Community Based Organizations	✓		✓									
Dean Hanna Md	Community Based Organizations												
Dellenna Harper	Community Based Organizations												
Denise Bentley Consulting	Community Based Organizations												
Deniz Piriucci	Community Based Organizations												
Depaul Addiction Services	Community Based Organizations												
Dickinson, Sophie	Community Based Organizations												
Digestive Center Of Western New York	Community Based Organizations												
Digestive Disease Associates	Community Based Organizations												
DI Counseling Services	Community Based Organizations												
Dr. Ashok Naik, Md Pllc	Community Based Organizations												
Dundee Family Health Center	Community Based Organizations												
Eastside Pediatrics	Community Based Organizations												
Economic Opportunity Program	Community Based Organizations												
Edith Grannum Md	Community Based Organizations												
Edwards, Katie	Community Based Organizations												
Eisenberg, Jeffrey	Community Based Organizations												
Elmira Chemung Transportation	Community Based Organizations												
Emily R. Little	Community Based Organizations												
Episcopal Church Home	Community Based Organizations	✓		✓	✓				✓				
Evangelisti Reconstructive & Plastic Surgery	Community Based Organizations												
Exercise Express Llc	Community Based Organizations	✓				✓							
Faig Morgos Md	Community Based Organizations												
Families Cayuga Seneca Community Action Agency (Aka Health Families Cayuga Seneca)	Community Based Organizations												
Family Medical Health Of Alfreed	Community Based Organizations												
Feitshans, Lisa	Community Based Organizations												
Fernaays, Matthew	Community Based Organizations												
Ff Thompson Family Practice	Community Based Organizations												
Ff Thompson Health System Emr	Community Based Organizations												
Finger Lakes Allergy Clinic	Community Based Organizations												
Finger Lakes Bone And Joint Center	Community Based Organizations												



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Finger Lakes Cerebral Palsy, Inc.	Community Based Organizations	✓					✓						
Finger Lakes Community Health - Geneva Family Planning	Community Based Organizations												
Finger Lakes Ddso	Community Based Organizations												
Finger Lakes Family Care	Community Based Organizations												
Finger Lakes Gastroenterology	Community Based Organizations												
Finger Lakes Health Systems Agency	Community Based Organizations												
Finger Lakes Medical Transport	Community Based Organizations												
Fingerlakes Women'S Health Llc	Community Based Organizations												
Flaherty Family Medicine	Community Based Organizations												
Flhealth Pc	Community Based Organizations												
Flhealth Pc (Clyde Family Health Center)	Community Based Organizations												
Food Link	Community Based Organizations												
Foote, Colleen	Community Based Organizations												
Forberg, Rachel	Community Based Organizations												
Four Points Christian Counseling Services	Community Based Organizations												
Fox, Lacey	Community Based Organizations												
Francis, Anne	Community Based Organizations												
Freeman, Amber	Community Based Organizations												
Friends Of Mental Health Of Orleans County (DbA Mha Of Orleans County)	Community Based Organizations												
Gareth J.W. Warren	Community Based Organizations												
Gastroenterology Associates Of Rochester, Llp	Community Based Organizations												
Gates Family Medicine	Community Based Organizations												
Gates Podiatry Center	Community Based Organizations												
Gates Volunteer Ambulance	Community Based Organizations												
Geen, Timothy	Community Based Organizations												
Generations Elder Care	Community Based Organizations												
Genesee And Orleans Counties	Community Based Organizations												
Genesee Arc	Community Based Organizations												
Genesee Center For The Arts & Education	Community Based Organizations												
Genesee County Chapter Nysarc, Inc.	Community Based Organizations	✓		✓	✓								
Genesee County Office For The Aging	Community Based Organizations	✓		✓		✓							



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Genesee Valley Family Medicine	Community Based Organizations											
Genesee Valley Health Partnership	Community Based Organizations	✓	✓	✓		✓					✓	
Geneseo Parish Outreach Center	Community Based Organizations											
Genesis Internal Medicine	Community Based Organizations											
Geriatric Urology Associates Of Rochester	Community Based Organizations											
Gerould'S Professional Pharmacy - Corning	Community Based Organizations											
Goodwill Of Fingerlakes	Community Based Organizations											
Grace Lutheran Residential Services	Community Based Organizations	✓			✓			✓				
Greater Rochester Independent Practice Association, Inc.	Community Based Organizations											
Greater Rochester Internal Medicine	Community Based Organizations											
Greater Rochester Regional Health Information Organization	Community Based Organizations											
Greenlee, Michael	Community Based Organizations											
Gregg, Thomas	Community Based Organizations											
Gripa	Community Based Organizations											
Grover, Julie	Community Based Organizations											
Gyn Oncology Services	Community Based Organizations											
Gynecologic Oncology Associates, P.C.	Community Based Organizations											
Hall, Thomas	Community Based Organizations											
Hanaburgh, Casey	Community Based Organizations											
Harris, Corrie	Community Based Organizations											
Health Law And Nutrition Outreach (Lawny, Inc)	Community Based Organizations											
Health Perspective Consultations	Community Based Organizations											
Healthy Families Cayuga / Seneca	Community Based Organizations											
Heintz, Barbara	Community Based Organizations											
Hickok Center For Brain Injury	Community Based Organizations	✓				✓						
Highland Family Medicine	Community Based Organizations											
Highlands Living Center	Community Based Organizations											
Hillside Family Of Agencies	Community Based Organizations	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
Honeoye Falls-Mendon Volunteer Ambulance	Community Based Organizations											
Hope Internal Medicine	Community Based Organizations											
Hornell Area Transit	Community Based Organizations											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
House Of Mercy	Community Based Organizations											
Human Service Development/Grants To Go	Community Based Organizations											
Icircle	Community Based Organizations											
Idrees, Muhammad	Community Based Organizations											
Inge A. De Weille	Community Based Organizations											
Institute For Human Services, Inc.	Community Based Organizations	▼		▼		▼				▼		
Interlakes Oncology And Hematology, P.C.	Community Based Organizations											
Internal Medicine Associates Of Auburn	Community Based Organizations											
Internal Medicine Associates Of Webster	Community Based Organizations											
Irondequoit Ambulance, Inc	Community Based Organizations	▼	▼								▼	
Irondequoit Internal Medicine, Llc	Community Based Organizations											
Jacob W. Nadler	Community Based Organizations											
Jacobs, Michael	Community Based Organizations											
James Three Seventeen Medical, Pllc	Community Based Organizations	▼										
Jamison Eye Care	Community Based Organizations											
Jan Czyzyk	Community Based Organizations											
Janneke A. Volkert	Community Based Organizations											
Jerome Jean-Gilles, Jr.	Community Based Organizations											
Jewish Family Services	Community Based Organizations											
Jewish Senior Life	Community Based Organizations											
Ji R. Kyung	Community Based Organizations											
Jim Smith	Community Based Organizations											
John L Norris Atc	Community Based Organizations											
Jones Memorial Medical Practice	Community Based Organizations											
Joseph Dipoala, Sr Md Facp	Community Based Organizations											
Joseph Kilimnick Md	Community Based Organizations											
Joshua Vega	Community Based Organizations											
Kaplan, Elliot	Community Based Organizations											
Karandeep Shergill	Community Based Organizations											
Katherine B. Greenberg	Community Based Organizations											
Keuka Housing Council	Community Based Organizations	▼			▼							



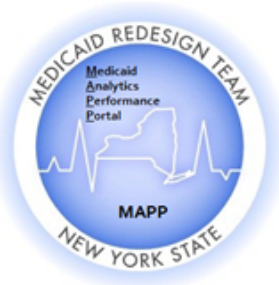
**New York State Department Of Health
Delivery System Reform Incentive Payment Project**

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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Kevin A. Kless	Community Based Organizations											
King, Stefenie; Md	Community Based Organizations											
Kleir, Martin	Community Based Organizations											
Kling, Carmela	Community Based Organizations											
Korpiel Physical Therapy	Community Based Organizations											
Korpiel, Tammy	Community Based Organizations											
Kozlowski Dds, Michael	Community Based Organizations											
Lake Plains Community Care Network, Inc.	Community Based Organizations	✓										
Lda Life And Learning Services	Community Based Organizations											
Learning Disabilities Of Cny /Lda Life And Learning Services	Community Based Organizations	✓	✓	✓		✓	✓	✓			✓	✓
Learning Disabilities Of Why	Community Based Organizations											
Lebeau, Dawn	Community Based Organizations											
Leo Cusumano & Associates, Pllc	Community Based Organizations											
Leonard, Laura	Community Based Organizations											
Lewis Pediatrics	Community Based Organizations											
Liberty Enterprises	Community Based Organizations											
Lifecare Medical	Community Based Organizations											
Lifetime Care - Hildebrandt Hospice Care Center	Community Based Organizations											
Lifetime Long Term Care Home Health Program	Community Based Organizations											
Livingston County Department Of Health Chha	Community Based Organizations											
Livingston County Department Of Social Services	Community Based Organizations	✓				✓	✓	✓		✓	✓	
Livingston County Office For The Aging	Community Based Organizations											
Livingston Eye Care	Community Based Organizations											
Mackellar, Bruce	Community Based Organizations											
Majed A. Refaai	Community Based Organizations											
Maniace, Michelle	Community Based Organizations											
Marsocci, Steven	Community Based Organizations											
Mchugh, Kathryn	Community Based Organizations											
Mcnamara (Retnick)	Community Based Organizations											
Megan Baumgart	Community Based Organizations											
Mental Health Association In Genesee County	Community Based Organizations											



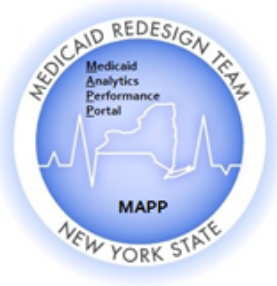
**New York State Department Of Health
Delivery System Reform Incentive Payment Project**

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Mental Health Association Of Rochester/Monroe County Inc	Community Based Organizations	✓		✓								
Mercer, Joy	Community Based Organizations											
Mercy Community Services	Community Based Organizations											
Metro Council For Teen Potential	Community Based Organizations											
Michael C. Hasen	Community Based Organizations											
Michael J. Maggillium	Community Based Organizations											
Mobility Management	Community Based Organizations											
Monroe County Dept Of Public Health	Community Based Organizations											
Monroe County Dept. Of Human Services	Community Based Organizations											
Monroe County Ems	Community Based Organizations											
Monroe County Office Of Mental Health	Community Based Organizations											
Monroe County Office Of The Aging	Community Based Organizations											
Monroe County Priority Services & Socio-Legal Center	Community Based Organizations											
Murphy, Marie Lynd	Community Based Organizations											
Mustafa Oazi	Community Based Organizations											
Nale, Joseph	Community Based Organizations											
Naples Valley Family Practice	Community Based Organizations											
Nasar Chaudhry Md	Community Based Organizations											
New York Care Coordination Program	Community Based Organizations											
New York State Nurses Association	Community Based Organizations											
Nina F. Schor	Community Based Organizations											
Northern Rivers Family Services	Community Based Organizations											
Nys Vets & Pembroke Family Med	Community Based Organizations	✓	✓	✓		✓	✓			✓		✓
O'Brien, Megan	Community Based Organizations											
O'Connor, Dennis	Community Based Organizations											
Oatka Family Medicine	Community Based Organizations											
Ocusight Eye Care Center	Community Based Organizations											
Odrobina, Michele	Community Based Organizations											
Ohm,M I Na	Community Based Organizations											
Olmstead Center For Sight/Wny 2-1-1	Community Based Organizations											
Ontario County Office For The Aging	Community Based Organizations											



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Ontario Ctr. For Rehab And Specialty Hc	Community Based Organizations												
Open Door Mission	Community Based Organizations												
Optum	Community Based Organizations												
Optum/United Health	Community Based Organizations												
Orleans Community Health - Medina Dialysis Center	Community Based Organizations												
Orleans Community Health - Medina Home Care	Community Based Organizations												
Orleans Community Health - Medina Hospital Article 28 Clinic	Community Based Organizations	✓	✓	✓		✓	✓						✓
Ostrander, Robert	Community Based Organizations												
Palmyra Geneval Medical Practice	Community Based Organizations												
Panorama Internal Medicine Group	Community Based Organizations												
Pathstone Corporation	Community Based Organizations												
Pearce, Douglas	Community Based Organizations												
Perinatal Network Of Monroe County	Community Based Organizations	✓										✓	
Picca, Joseph	Community Based Organizations												
Pittsford Internal Medicine	Community Based Organizations												
Pittsford Pediatric Associates	Community Based Organizations												
Pittsford Volunteer Ambulance	Community Based Organizations												
Pluta Cancer Center	Community Based Organizations												
Pointon, Tracy	Community Based Organizations												
Porter, Mary	Community Based Organizations												
Portland Orthopaedic Associates, Llc	Community Based Organizations												
Prasad, Anita	Community Based Organizations												
Preston, Chad	Community Based Organizations												
Preventive Diagnostistics	Community Based Organizations												
Privitera, Peter	Community Based Organizations												
Proaction Of Steuben & Yates, Inc. - Yates Office For The Aging	Community Based Organizations												
Providence Services Corp	Community Based Organizations												
Quatela Center For Plastic Surgery	Community Based Organizations												
Quibell, Bridget	Community Based Organizations												
Radiation Oncology Of Rochester, Pllc	Community Based Organizations												
Randuns, Ashton	Community Based Organizations												



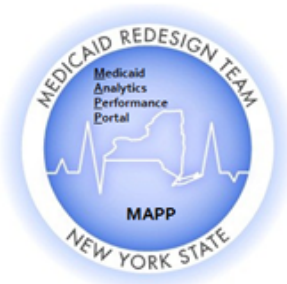
New York State Department Of Health Delivery System Reform Incentive Payment Project

DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Recovery Houses Of Rochester, Inc.	Community Based Organizations	✓											
Reeves, Ali	Community Based Organizations												
Rena Reed Np	Community Based Organizations												
Rgrta/Regional Transit Service	Community Based Organizations	✓											
Rich, Alice	Community Based Organizations												
Ridgeview Internal Medicine	Community Based Organizations												
Ridgeway Medical Health, Pllc	Community Based Organizations												
Ridgewood Med-Peds	Community Based Organizations												
Ripple, Cynthia	Community Based Organizations												
Rit Department Of Criminal Justice	Community Based Organizations												
Robert E. O'Mara	Community Based Organizations												
Robinson, Mary Beth	Community Based Organizations												
Rochester Ambulatory Anesthesiology Medicine, Pllc	Community Based Organizations												
Rochester Brain & Spine Neurosurgery	Community Based Organizations												
Rochester Cardiopulmonary Group, P.C.	Community Based Organizations												
Rochester Colon-Rectal Surgeons, P.C.	Community Based Organizations												
Rochester Fertility Care, P.C.	Community Based Organizations												
Rochester Gastroenterology Associates, Llp	Community Based Organizations												
Rochester Gynecologic & Obstetric Associates, P.C.	Community Based Organizations												
Rochester Health Inc	Community Based Organizations												
Rochester Housing Authority	Community Based Organizations												
Rochester Monroe Recovery Network Program (Center For Community Alternatives)	Community Based Organizations	✓		✓		✓						✓	
Rochester Neurosurgery Partners	Community Based Organizations												
Rochester Pain Management	Community Based Organizations												
Rochester Psychiatric Center	Community Based Organizations												
Rochester School Of The Holy Childhood, Inc	Community Based Organizations	✓	✓	✓		✓							
Rochester Surgical Associates, P.C.	Community Based Organizations												
Rodriguez-Beltran, Mayra	Community Based Organizations												
Ross Medical Corporation	Community Based Organizations												
Ross, Sandra	Community Based Organizations												
Roth, Karen	Community Based Organizations												



New York State Department Of Health
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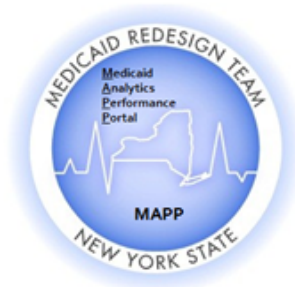
DSRIP Implementation Plan Project

Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Table with columns: Provider Name, Provider Category, 2.a.i, 2.b.iii, 2.b.iv, 2.b.vi, 2.d.i, 3.a.i, 3.a.ii, 3.a.v, 3.f.i, 4.a.iii, 4.b.ii. Lists various providers under Finger Lakes Performing Provider Systems, Inc.

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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Rrhs -Unity Hospital - Department Of Ob/Gyn	Community Based Organizations												
Rrhs -Unity Hospital - Department Of Surgery	Community Based Organizations												
Rrhs -Unity Hospital - Emergency Center	Community Based Organizations												
Rrhs -Unity Hospital - Hospital Medicine Program	Community Based Organizations												
Rrhs -Unity Hospital Of Rochester Chemical Dependency Outpatient Services	Community Based Organizations												
Rrhs -Unity Mental Health	Community Based Organizations												
Rrhs Clinton Family Health Center	Community Based Organizations												
Rural Area Health Education Center	Community Based Organizations												
S2ay Rural Health Network, Inc	Community Based Organizations	▼	▼	▼		▼				▼	▼		
Salvation Army Elmira	Community Based Organizations												
Salvation Army Our House Community Residential	Community Based Organizations												
Samaritan Women	Community Based Organizations	▼											
Schneider, Alexandra	Community Based Organizations												
Schue, Donna	Community Based Organizations												
Schuyler County Ambulance	Community Based Organizations												
Scott Mattoon Pa	Community Based Organizations												
Scott Wilbur	Community Based Organizations												
Seneca County Community Services Board - Mental Health Services	Community Based Organizations												
Seneca Lake Terrace Alp	Community Based Organizations												
Seniors First	Community Based Organizations												
Sessler Steven Robert Dds	Community Based Organizations												
Shahid, Nashiha	Community Based Organizations												
Shahnawaz H. Qureshi	Community Based Organizations												
Sheikh, Ahsen	Community Based Organizations												
Short, Lindsay	Community Based Organizations												
Shortsville Family Practice	Community Based Organizations												
Simson, Michael	Community Based Organizations												
Sinclair Pharmacy	Community Based Organizations												
Singer Lakes Community Health	Community Based Organizations												
Smith, Robert	Community Based Organizations												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Snyder, Lily	Community Based Organizations												
Sobczak, Christina	Community Based Organizations												
Society For The Protection And Care Of Children (Spcc)	Community Based Organizations												
Sojourner House At Pathstone	Community Based Organizations												
Som, Santanu	Community Based Organizations												
Sonia Garcia	Community Based Organizations												
Southeast Quadrant Mccu	Community Based Organizations												
Southern Tier Cardiology, Pllc	Community Based Organizations												
Southern Tier Health Care System	Community Based Organizations												
Southern Tier Oncly/Reg Cancer Center	Community Based Organizations												
Southern Tier Regional Ems Council ,Inc	Community Based Organizations												
Spiritus Christi Mental Health Center	Community Based Organizations												
Spiritus Christi Prison Outreach	Community Based Organizations												
St. Ann'S Community	Community Based Organizations	▼	▼	▼					▼				
St. Ann'S Community - Cherry Ridge	Community Based Organizations												
St. Joesph'S Neighborhood Center	Community Based Organizations												
Sterner, Dawn	Community Based Organizations												
Steuben County Chapter, Nysarc Inc	Community Based Organizations	▼	▼	▼	▼	▼	▼	▼				▼	
Steuben County Department Of Social Services	Community Based Organizations												
Steuben County Office For The Aging	Community Based Organizations												
Steuben Ctr. For Rehab And Specialty Hc	Community Based Organizations												
Stocum Eileen T	Community Based Organizations												
Stohr, James	Community Based Organizations												
Suzanne Baendze	Community Based Organizations												
Taylor, Alice	Community Based Organizations												
Tender Loving Family Care	Community Based Organizations												
Terzo, Holly	Community Based Organizations												
Thania V. Lamirand	Community Based Organizations												
The Center For Youth	Community Based Organizations	▼			▼								
The Children'S Agenda	Community Based Organizations												
The Foot Doctor	Community Based Organizations												



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The Glen At Cherry Ridge, Llc DbA Rainier Grove	Community Based Organizations												
The Head+Neck Center	Community Based Organizations												
The Maxwell Boev Clinic	Community Based Organizations												
The Nephrology Associates, Llp	Community Based Organizations												
The Nutrition Clinic	Community Based Organizations												
The Plastic Surgery Group Of Rochester, Llc	Community Based Organizations												
The Rochester Otolaryngology Group, P.C.	Community Based Organizations												
The Terrace At Newark Alp	Community Based Organizations												
Total Senior Care, Inc	Community Based Organizations												
Towle, Deborah	Community Based Organizations												
Turning Points	Community Based Organizations												
United Cerebral Palsy Association Rochester, Inc.	Community Based Organizations	☑											
Upstate Cardiology	Community Based Organizations												
Ur (Strong West, Ur Medicine)	Community Based Organizations												
Ur (Urmc Center For Community Health)	Community Based Organizations												
Ur - Children'S Heart Center At Strong	Community Based Organizations												
Ur - Department Of Pediatrics	Community Based Organizations												
Ur - University Of Rochester Medical Faculty Group	Community Based Organizations												
Vanderberg, Carol	Community Based Organizations												
Victor Association For The Arts Day Program Aka Cobblestone Arts & Educational Center	Community Based Organizations												
Victor Association Of Cultural And Performing Arts	Community Based Organizations												
Victor Health Associates	Community Based Organizations												
Virdee, Tejinder	Community Based Organizations	☑	☑			☑				☑			
Visiting Nurse Assoc. Batavia	Community Based Organizations	☑		☑									
Volunteers Of America Western New York	Community Based Organizations												
Walker, Barbara	Community Based Organizations												
Wayne Area Agency On Aging	Community Based Organizations												
Wayne County	Community Based Organizations												
Wayne County Board Of Supervisors	Community Based Organizations												
Wayne County Community Health System	Community Based Organizations												
Wayne County Dss	Community Based Organizations												



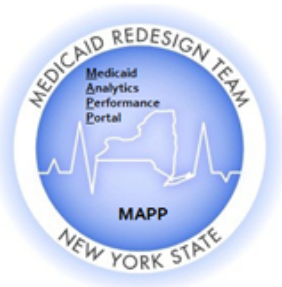
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Wayne County Mental Health Department	Community Based Organizations											
Wayne County Rural Health Network	Community Based Organizations											
Wayne Department A&Y	Community Based Organizations											
Webster Family Medicine	Community Based Organizations											
Webster Medical Group	Community Based Organizations	✓										
Weiz, Eliza	Community Based Organizations											
Welbourne William	Community Based Organizations											
Welch, Karen	Community Based Organizations											
Wende, Laraine	Community Based Organizations											
Western Finger Lakes Start (Systemic, Therapeutic, Assessment, Treatment And Resource(Respite))	Community Based Organizations											
Western New York Independent Living (Dba Independent Living Of The Genesee Region)	Community Based Organizations	✓		✓	✓	✓			✓			✓
Wheeler, Tricia	Community Based Organizations											
White, Amy	Community Based Organizations											
Williamson Volunteer Ambulance	Community Based Organizations											
Wny R-Ahec	Community Based Organizations											
Wyoming County Community Action	Community Based Organizations											
Wyoming County Community Health System - Behavioral Health	Community Based Organizations											
Wyoming County Community Health System - Nursing Facility	Community Based Organizations											
Wyoming County Office Of The Aging	Community Based Organizations	✓		✓				✓				
Wyoming Obgyn	Community Based Organizations											
Yada Cain	Community Based Organizations											
Yates County Community Services	Community Based Organizations											
Yavorek, Vince	Community Based Organizations											
Yilmaz Yildirim	Community Based Organizations											
Ymca Of Greater Rochester	Community Based Organizations	✓										
Young Women'S College Prep Foundation, Inc	Community Based Organizations											
Yu, Albert S.	Community Based Organizations											
Zahi Kassas Md	Community Based Organizations											
Zell, Christy	Community Based Organizations											
Zysman-Cromwell, Alice	Community Based Organizations											



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Cindy Ann Annechino	All Other												
Kent Joel	All Other												
Dieudonne Gregory	All Other												
Novak Sue-Ann Elizabeth Md	All Other												
Bernedette P Minnella	All Other												
Ayesa Nazneen Mian	All Other												
Charnetski Carl M	All Other												
Wilson Ian Jermaine Md	All Other												
Kaul Vivek	All Other												
Khurana Sandhya Md	All Other												
Kolstee Karen Elizabeth Rn	All Other												
Singh Bhupesh Md	All Other												
Bethany Merklinger	All Other												
Nichols Tina	All Other												
Sidhu Ravinder Md	All Other												
Romeis Carla Ann Np	All Other												
Schuster Kimberly	All Other												
Weise Craig	All Other												
Sanders James	All Other												
Liberty Resources Inc	All Other												
Rosella Peter Angelo	All Other												
Shawn Newlands	All Other												
Gandhi Alok D Do	All Other												
Keefe Kathleen Marie	All Other												
Malins Timothy Jason Md	All Other												
Mujezinovic Selma	All Other												
Melissa Aline Dhundale	All Other												
Mcphee Catherine	All Other												
Bansal Sunil	All Other												
Ingram Ellen M	All Other												
Ricca-Greene Jeanine Rpa	All Other												



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Gates Debra Jean	All Other											
Kindel Susan Elizabeth	All Other											
Nadelen Iii Theodore	All Other											
Fenton Peter	All Other											
Stelmach Evelyn I	All Other											
Hillside Childrens Ctr	All Other											
Mattingly Anne Marie	All Other											
Bangal Anuj Md	All Other											
Interim Healthcare Of Rochester Inc	All Other	▼		▼	▼						▼	
Devine Mathew	All Other											
Menzies Isaura Bernaldina Md	All Other											
Elfar John Claude	All Other											
Carletta Alison	All Other											
Morgan Mary Anne Meirs	All Other											
Ramsey Allison Clare Md	All Other											
Almast Jeevak	All Other											
Fortuna Robert	All Other											
Karnes Angela F	All Other											
Hall Edward F Md	All Other											
Ryan William Connell	All Other											
Collins Gregory James Md	All Other											
Innovative Services Inc	All Other	▼	▼	▼								▼
Akila Nadanaguru	All Other											
Tamura Yoshiko	All Other											
Singh Sandeep	All Other											
Wandtke Ben	All Other											
Poligone Brian	All Other											
Denney-Koelsch Erin M	All Other											
Rosenblatt Robert	All Other											
Imran Farhan Shahzad Md	All Other											
Anil Varghese Job	All Other											



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Previte Colby Anne Hunter Md	All Other											
Crossett Crystal Mae Rpa	All Other											
Hartman Scott G Md	All Other											
Previte Gregory James Hunter Md	All Other											
Lamparelli James Stephen	All Other											
Vragel Stacy Md	All Other											
Lantier Shelby Lyn	All Other											
Girgis Pierre Md	All Other											
Fallone Enzo	All Other											
Morse Brittany Lee Md	All Other											
St Josephs Villa Of Rocheste	All Other	✓	✓				✓				✓	
Khishchenko Natan Md	All Other											
Lawson Penelope L Md	All Other											
Slattery Maureen R Md	All Other											
Ragin Terri M Rpa	All Other											
Abell Kim	All Other											
Patrick Paul A Md	All Other											
Cotton Michelle L Rpa	All Other											
Hann Glenn James	All Other											
Parker Angela P Rpa	All Other											
Rozario Marcel	All Other											
Madeb Ralph Raphael Md	All Other											
Socha Eric Md	All Other											
Kanaparthi Kalyana C Md	All Other											
Christensen Benjamin Ray Md	All Other											
Miller Michael B Md	All Other											
Arango-Mejia Ana	All Other											
Meaker Philip	All Other											
Warner Julieann	All Other											
Wolff Andrew J Md	All Other											
Carpenter Laura	All Other											



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Buechner Deborah H Rpa	All Other											
Schroeder John Kimes Md	All Other											
Lifetime Assistance Hcbs 24	All Other											
Hsu Chao-Yu Md	All Other											
Levine Ethan Do	All Other											
Hindman Holly Butler Md	All Other											
Gupta Sonia Md	All Other											
Fennelly James Patrick Md	All Other											
Brown Elizabeth	All Other											
Burtner Michele	All Other											
Selioutski Olga Do	All Other											
Pearsall Lisa Ann Md	All Other											
Innovative Services Inc	All Other											
Burns David Edmund Jr Md	All Other											
Malomo Alfred	All Other											
Arc Of Monroe County, The	All Other											
Van Sichel Kenneth N Md	All Other											
Charatz Seth Stuart Do	All Other											
Ramchandran Rajeev S Md	All Other											
Wayne Co Chp Nysarc Inc	All Other											
Yerman Bryce Md	All Other											
Lyons Jason J Md	All Other											
Tavarez Marino Dejesus Md	All Other											
Canario Jose Rafael Jr Md	All Other											
Coria Emily Hanna	All Other											
Cowell Kristi Michelle Md	All Other											
Grimes David Md	All Other											
Zhang Hong	All Other											
Ferrantino Matthew Leonard Md	All Other											
Szymanski Jeffrey M Rpa	All Other											
Connolly Gregory Clayton Md	All Other											



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Grant Roberta Ann	All Other											
Picca Joseph Anthony Md	All Other											
Mancenido Michael D Md	All Other											
Kelly Diane Marie Np	All Other											
Gargano Bryan Md	All Other											
Patel Chirag Md	All Other											
Chen Ya Li Md	All Other											
Chiang Olivia	All Other											
Oak Orchard Community Health Ctr	All Other	▼	▼	▼	▼	▼	▼	▼		▼	▼	▼
Rozvora Iriha Np	All Other											
Ramachandran Radha Md	All Other											
Bayoumi Medical Pllc	All Other	▼										
Carafice Tracy Lynn	All Other											
Xiao Guang-Qian Md	All Other											
Benson Peter Kurt Md	All Other											
Rendano Laura Joyce	All Other											
Reddy Dayakar Kamjula Md	All Other											
Cordaro Joanne Pauliny	All Other											
Verkleeren Erica Wolff Md	All Other											
Grams Keith Evers Md	All Other											
Speranza Jenny Rebecca Md	All Other											
Mirabelli Mark Hopkins Md	All Other											
Aktas Mehmet Kemal Md	All Other											
Lyon Shannon Rpa	All Other											
Pinnacle Family Practice	All Other											
Weezorak Diane Np	All Other											
Donofrio Julie Ann Rpa	All Other											
Kashyap Randeep S Md	All Other											
Burns Jennifer J Np	All Other											
Rast Shirley Ann Np	All Other											
Pullin Melissa A Np	All Other											



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Roy Debra Rpa	All Other											
Tzellas Andrew	All Other											
Mishkin Marc Breit Md	All Other											
Ying Qian Md	All Other											
Coyle Amanda Lee Np	All Other											
Mapes Allison R Np	All Other											
Llinas Lux Laura C Md	All Other											
Thiele Ralf Gunter Md	All Other											
Rovner Alexander V Md	All Other											
Mcmurtry Karen A	All Other											
Gallagher Margaret	All Other											
Mackenzie Susan Eda	All Other											
Mclary Carole Piazza	All Other											
Palm-Schwartz Leslie	All Other											
Voloshin Ilya	All Other											
Nobay Flavia Md	All Other											
Chen Frank	All Other											
Froix Anthony	All Other											
Azurin James Craig Md	All Other											
Cywinski David Md	All Other											
Adler David Henry Md	All Other											
Chun Penelope Su Jung Md	All Other											
Neumann Krystof Junek Md	All Other											
Abdel Gadir Khalid Elhag I Md	All Other											
Culhane Carla Jane Np	All Other											
Lee Yi-Horng Md	All Other											
Paradis Heather	All Other											
Rugelis Dawn	All Other											
Feerick Danielle	All Other											
Cushman Jeremy Md	All Other											
Glatz-Cotton Barbara Jean	All Other											



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Watkins Ingrid	All Other											
Campbell Jennifer Louise Md	All Other											
Rashid Megan J Md	All Other											
Cosman William Clayton Md	All Other											
Charno Chrysa Lynn Rpa	All Other											
Beck Lisa A Md	All Other											
Philip Annie G Md	All Other											
Eastwood Kara Lee Md	All Other											
Perry Sandy Kalena S Md	All Other											
Bernold Dirk Matthew	All Other											
Huang Jason Haito Md	All Other											
Alsalahi Mohamed Saleh Md	All Other											
Richardson Christopher J Do	All Other											
Muthig Paula Rpa	All Other											
Innerfield Ronald Jay Md	All Other											
King Christine S Rpa	All Other											
Alexander Medical Group	All Other											
Bennett Brian Md	All Other											
Huston Alissa Md	All Other											
Wu Guan	All Other											
Bowen William Donald Md	All Other											
Scott Bryan Eder Md	All Other											
Ho Monique Md	All Other											
Henry Bryan Anthony Md	All Other											
King Richard James Md	All Other											
Storozynsky Eugene Md	All Other											
Martin Janet L Np	All Other											
Juriga John David Md	All Other											
Empie Mathew John Md	All Other											
Nead Michael	All Other											
Wiefling Bridgette	All Other											



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Johnson-Stuber Genevieve Anne Yinge	All Other											
Tricomi Albert James Md	All Other											
Thompson Martha	All Other											
Brooks Marilyn	All Other											
Rashid Hani Md	All Other											
Zayas-Colon Vanessa Milagros Md	All Other											
Porter Everett Francis Md	All Other											
Siddiqui Adnan Hussain	All Other											
Markman John Douglas Md	All Other											
Ou Xiaolan	All Other											
Rueckmann Erik Md	All Other											
Berkowitz Sharon	All Other											
Lum Timothy E Md	All Other											
Howe Mariesa Hales Md	All Other											
Howe Paul Md	All Other											
Catholic Charities Community	All Other	▼	▼	▼		▼						▼
Mazza Karen D Np	All Other											
Lifetime Assistance Hcbs 22	All Other											
Grace Daniel William Md	All Other											
Wayne Co Chap Nysarc Nd 3	All Other											
Wheeler Renee Ann Md	All Other											
Marques Sarah Irons Md	All Other											
Barten Donna Np	All Other											
Fluellen Gloria Jean Np	All Other											
Behr Jacqueline Marie Np	All Other											
Chan Raymond Md	All Other											
All Metro Home Care Services Of New	All Other	▼		▼								
Wadsworth Charles David Md	All Other											
Onondaga Case Management Inc	All Other											
Caplash Jolly M Dmd	All Other											
Maclean Mary C Rpa	All Other											



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Greenberg Lior Jacob Md	All Other											
Elmira Psychiatric Center	All Other											
Tausk Francisco A Md	All Other											
Schenck Kari A Rpa	All Other											
Pitts Shannon D Md	All Other											
Adjei Osbert Nyarko Md	All Other											
Ryan Elizabeth J Np	All Other											
Childres William Joseph Md	All Other											
Pope Michael F Np	All Other											
Ponnuri Jyothsna Md	All Other											
Shareef Shakeel Md	All Other											
Yates Cnty Chap Nysarc Day	All Other											
Fahoury Alex I Md	All Other											
Ontario Arc Day	All Other											
Rao Mohan Cn Md	All Other											
Lubkin Maxine Np	All Other											
Dunn Valerie Rolanda Md	All Other											
Lifetime Assist Inc Day	All Other											
Gianakakis Louis Md	All Other											
Taylor Sarah Gleason	All Other											
Connolly Brian P Md	All Other											
Jacobs Parks Carolyn Y Md	All Other											
Malik Ritu Md	All Other											
Ognibene Steven John Md	All Other											
Bais Anshu Md	All Other											
Storm Michelle L Rpa	All Other											
Trojan Christopher Md	All Other											
Lois Jean Van Tol Md	All Other											
Brown Matthew J Md	All Other											
Carlin Matthew M Md	All Other											
Preston Chad B	All Other											



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Junor Vanessa E	All Other											
Zaka Sara	All Other											
Tynski Maciej Tomasz Md	All Other											
Wells Jason E Md	All Other											
King Stefenie Louise Md	All Other											
Stewart Karen Marie	All Other											
Brammer Werner Kanoa Md	All Other											
Obaji Adel Md	All Other											
Schwartzman Amy J Do	All Other											
Ward Kriston R	All Other											
Roth Karen S	All Other											
Soprano Marcy Lee	All Other											
Karlic Alexander Md	All Other											
Spurling Ronald D Md	All Other											
Zynda-Weiss Andrea Md	All Other											
Blonski Christine Anne Do	All Other											
Bellinger Trish Marie	All Other											
Milano Michael Thomas Md	All Other											
Dogra Vikram Singh Md	All Other											
Knapp Amanda Sogn Md	All Other											
Soldiers And Sailors Memorial Hospi	All Other											
Valle Laticia Md	All Other											
Soldiers/Sailors Mem Hsp Mh	All Other											
Geneva General Hospital Er Dept	All Other											
Giugno Luigi Antonio Md	All Other											
Wengender Lynn Marie	All Other											
Strohm Beverly Jane	All Other											
Mesiti Karyn Marie	All Other											
Kent Jacqueline Ann	All Other											
Fessler Albert James Iii	All Other											
Akhtar Wasim Md	All Other											



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Acome M Richard	All Other											
Yarowsky Max Md	All Other											
Miraloglu Didem Md	All Other											
Chamberlain Kimberly L	All Other											
Amodio Corinne Danielle Cnm	All Other											
Akmese Fatma Md	All Other											
Tellem Daniel Eric	All Other											
Hicks David Grant Md	All Other											
Mcgrody Kevin Sean Md	All Other											
Gross Jonathan Michael Md	All Other											
Moussallem Charbel Georges	All Other											
Belt Thomas James Md	All Other											
Wiza Matthew Thomas Do	All Other											
Teeters John Chadwick Md	All Other											
Fantuzzo Joseph John	All Other											
Judge Stephen Robert Md	All Other											
Thornburg Lorelei Lacina Md	All Other											
Bottler Anja Irmela Md	All Other											
Kitanosono Takashi Md	All Other											
Massaro-Baker Lynne M	All Other											
Houle Sandra A Cnm	All Other											
Prasad Anita	All Other											
Hughes Molly E Md	All Other											
Hinterkopf Hans P Rpa	All Other											
Blanchard Anne-Marie Rpa	All Other											
Cheema Muhammad Md	All Other											
Wilson Darlene D	All Other											
Fingerlakes Parent Ntwrk Rsp	All Other	▼				▼						
Campbell Brian M Md	All Other											
Finger Lakes Migrant Hlth	All Other											
Wilk Nancy C	All Other											



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Becske Tibor Md	All Other											
Listopadzki Dariusz J Md	All Other											
Tarbell Stephaniel Rpa	All Other											
Collins Steven Michael Md	All Other											
Spitzer Eric Marshall Md	All Other											
Enecilla Maria Cynthia Avendano	All Other											
Herbert Veyberman Basya Md	All Other											
Renner Debra A Md	All Other											
Eichel Louis Md	All Other											
Ontario Arc Rsp	All Other											
Lamb Anna Marie Do	All Other											
Lifetime Assistance Inc Rsp	All Other											
Berry Scott Frank Md	All Other											
Wrona Jo Anne Cnm	All Other											
Malik Chetan	All Other											
Wayne Co Chap Nysarc Rsp	All Other											
Pathways Inc Rsp	All Other											
Chennupati Sreedevi Md	All Other											
Hix John Kevin Md	All Other											
Marchl Zsuzsanna Md	All Other											
Dovichi Sara H Md	All Other											
Gill Diddarjit Kaur Md	All Other											
Topa David Allen Md	All Other											
Bingemann Todd	All Other											
Lentz Todd R Md	All Other											
Liu Bingren Md	All Other											
Berrios Luis A	All Other											
Green Meghan S	All Other											
Alexander Daniel Md	All Other											
Sousou Anthony J Md	All Other											
Vates George E Md	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Treutlein Scott Md	All Other											
Backenstoss Martine Susan Md	All Other											
Conyers Yvette N Rn	All Other											
Brezinsky Darlene D	All Other											
Persaud Dharmendra Md	All Other											
Hey Ellen M	All Other											
Olzinski Ann Therese Md	All Other											
Neuderfer Judith Simmons	All Other											
Cook-Smith Heather J Np	All Other											
Kringstein Dina Plekavich Md	All Other											
Jee Sandra H Md	All Other											
Bonenfant Heather M Md	All Other											
Cytryn Jacalyn J Mdd	All Other											
Esders Barbara L	All Other											
Duver Rose M Md	All Other											
Smizzi Joseph F Rpa	All Other											
Mullane Martha M	All Other											
Smith Heidi W Md	All Other											
Morano Renee Christine	All Other											
Leit Michael E Md	All Other											
Pulcino Mary L Popolizio	All Other											
Callan Mary E	All Other											
Igboeli Adaobi M	All Other											
Armosino-Hoderlein Maryellen	All Other											
Reidy Jill Oakley Md	All Other											
Kelley Peter J	All Other											
Anandarajah Allen P Md	All Other											
Levy Elad I Md	All Other											
Funderburk Matthew E Md	All Other											
Lyons Megan Grace Md	All Other											
Korich Roberta L	All Other											



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Secor Sharlyn A	All Other												
Howell Elaina	All Other												
Demallie Alice A	All Other												
Tomek Stephen Harold Md	All Other												
Williams Kyle Evan Md	All Other												
Hahn Holly Beth Md	All Other												
Skinner Kristin A Md	All Other												
Peterson-Sweeney Kathleen	All Other												
D'Angelo Christopher T Md	All Other												
Sondhi Damanpaul Singh Md	All Other												
Kiernan Maureen	All Other												
Strobert Alycia L Rpa	All Other												
O'Brien Jeanne Md	All Other												
Hall Burr William Md	All Other												
Rust Kay	All Other												
Natarajan Senthilrajan K Md	All Other												
Fries David Ross Md	All Other												
Almahayri Abdullah Md	All Other												
Merrill Michael Dean Md	All Other												
Choudhury Arif Hussain Md	All Other												
Saxman Stacey M Rpa	All Other												
Thomas Becky L	All Other												
Breneman Stephen M	All Other												
Solomon Rhonda L	All Other												
Sasson Talia Md	All Other												
Wigent Pamela	All Other												
Richardson Maureen	All Other												
Deveau Lura L Np	All Other												
Bilsback Denise A Np	All Other												
Thiel Carol A	All Other												
Barney Daniel P Rpa	All Other												



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Giampoli Ellen J	All Other											
D'Souza John P	All Other											
Tucker Nicole U Rpa	All Other											
Connelly-Katz Sally	All Other											
Guffey Susan V	All Other											
Merritt Marilyn	All Other											
Wang Xi	All Other											
Fuhrmann William G li Rpa	All Other											
Bergen Joanne A Rpa	All Other											
Hall Catherine A	All Other											
180368975miller Julia E	All Other											
Brown Trisha Collette	All Other											
Cramer Stewart F	All Other											
Coleman Sandra L	All Other											
Volpe Ellen M	All Other											
Bower Lisa A Rpa	All Other											
Williams Sandra J	All Other											
Lapoint Scott Frederick Md	All Other											
Braddock Carolyn	All Other											
Abderhalden-Friend Renee Elizabeth	All Other											
Lucas Stefan Md	All Other											
Duecy Erin E Md	All Other											
Shah Abrar Hussain Md	All Other											
Gray Donna Kay Cnm	All Other											
Thomas-Taylor Danielle Md	All Other											
Pisaro Melinda Ann Rn	All Other											
Lifetime Assist Inc Hcbs 18	All Other											
Gearinger Matthew Dyson Md	All Other											
Posnick Steven J Md	All Other											
Norsky Theresa C	All Other											
Graham Jennifer Ellen Md	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Sessions Annette Md	All Other											
Savage Kristen	All Other											
Farnham Tammy Cnm	All Other											
Akula Venkata Ravi Sankarun	All Other											
Yussman Susan M Md	All Other											
Burki Anjum Md	All Other											
Mattle Kathryn B Rpa	All Other											
Pardee Jane Elizabeth Md	All Other											
Alexander James Arthur Md	All Other											
Stein Philip Gordon Md	All Other											
Wisiosek Michael F	All Other											
Heriot Kirk	All Other											
Ellis Cynthia M	All Other											
Baker Karen Margaret Np	All Other											
Thomas Earlando Md	All Other											
Gately Thomas E Rpa	All Other											
Williams Janet M Md	All Other											
Lisciandro Kelly Anne Md	All Other											
Syrett James Iain Md	All Other											
Lunger Delean Grose	All Other											
Hanchett Virginia Anne	All Other											
Clair Danielle Baskin Md	All Other											
Reisig Mary Elizabeth	All Other											
Wright Tracy	All Other											
Cody Wendy A Rpa	All Other											
Garringer Jason Charles Md	All Other											
Artman Henry George Md	All Other											
Turek Barry C Do	All Other											
Geneva General Hospital	All Other											
Taylor Jeremy G C Md	All Other											
Storch Alan E Md	All Other											



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Participating in Projects												
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Ashton Penny Rpa	All Other											
Thiele Laurie Ann	All Other											
Demilio Deborah A Rpa	All Other											
Locicero Anthony Michael	All Other											
Nolan Valerie E	All Other											
Switzer Robert J Rpa	All Other											
Michalko Karl Md	All Other											
Chen Shi-Yu	All Other											
Miller Sakinah	All Other											
Wool Jennifer	All Other											
Nissiem Hany Girgis Md	All Other											
Dugan Michelle Marie	All Other											
Olinger Anne Margaret Md	All Other											
Shoots Kellyi Np	All Other											
Maletzke Marta	All Other											
Scott Kerry A	All Other											
Sloan Pamela Lynn Md	All Other											
Burrows Frederick Md	All Other											
Scheib Paul F Rpa	All Other											
Miller Brenda Kay	All Other											
Tan Brian Keith Md	All Other											
Cappiello Cynthia Theresa	All Other											
Maxwell Paul Everett	All Other											
Pike Angela Ellen	All Other											
Heffron Tracy L Rpa	All Other											
Emerson Drew T Md	All Other											
Finger Lakes Medical Grp Llc	All Other	☑	☑	☑			☑		☑			☑
Lopez Jose E Md	All Other											
Walsh Elizabeth Reardon Md	All Other											
Lyle Lisa A	All Other											
Tabechian Darren Amir Md	All Other											



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Kontor Annamaria Md	All Other												
Jaffe Edith Md	All Other												
Telga Michele L	All Other												
Lifetime Assist Inc Hcbs 17	All Other												
Williams Yvonne	All Other												
Wedig Barbara Miller Md	All Other												
American Home Patient Of Ny	All Other												
Cheng Kenneth K	All Other												
Laba Kariann M Rpa	All Other												
Di Loreto David Allen Jr Md	All Other												
Ameduri Clifford James Md	All Other												
Ontario Arc Nd 2	All Other												
Meehan Mary L	All Other												
Deiss Katharine Davenport Md	All Other												
Franzen Debra Lynne	All Other												
Alberts Jeffrey D Md	All Other												
Anolik Jennifer Howitt Md	All Other												
Williams Jamesine Renee Md	All Other												
Finkbeiner Gregory Scott Md	All Other												
Wayne Co Chap Nysarc Hcbs 5	All Other												
Narayanan Sobhana	All Other												
Mokureddy Vidyasagar Md	All Other												
Jones Carolyn Evelyn Md	All Other												
Miner Laura Ann	All Other												
Seo Gwy Suk Md	All Other												
Reifenrath Debra A	All Other												
Zsenits Balazs	All Other												
Schuler Marianne L	All Other												
Saxton Janette E	All Other												
Kast Cheryl A	All Other												
Kaye Lu-Ann S Md	All Other												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Chang Teresa Jui-Shan Md	All Other											
Mehr Uzma Shad	All Other											
Williamson Medical Pllc	All Other											
Easter Seals Comp Primary Dt	All Other											
Blyth Brian James Md	All Other											
Garcia Madelyn Md	All Other											
Singh Michael J Md	All Other											
Herbowy Michael	All Other											
Friedberg Jonathan W Md	All Other											
Upadhyayula Nagendra P Md	All Other											
Fazili Sareena Shereen Md	All Other											
Feitshans Lisa Ann	All Other											
Chung Mina Millicent Md	All Other											
Vernenkar Vithal Vic Md	All Other											
Coan Mary Louise Md	All Other											
Lafaro Virginia E	All Other											
Ferrero Donna G Md	All Other											
Pastor Thomas Joseph Md	All Other											
Holley Sheryl Renee Md	All Other											
Obrecht Michael Robert Md	All Other											
Stein Todd Md	All Other											
Capicotto Peter Nicholas Md	All Other											
Lawrence Richard A Md	All Other											
Cole Deborah	All Other											
Scerra Chester	All Other											
Becker Steven	All Other											
Ford Robert William	All Other											
Ghosh Shantonu	All Other											
Alagappan Vythilinga	All Other											
Shin Bryant Jung Md	All Other											
Caudle Jeanne M	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Delphi Drug Alcohol Council	All Other											
Zinkin Adam Md	All Other											
Rand Cynthia Miriam Md	All Other											
Deshommes Beatrice Md	All Other											
Comella Kathy A	All Other											
Cranshaw Janet	All Other											
Przystal Catherine Francis	All Other											
Phillips Lindsay	All Other											
Bostock Mary	All Other											
Boehlert Sandra Jean	All Other											
Mead James C Md	All Other											
Chung James S Md	All Other											
Konyk Maryana	All Other											
Scharf Molly Parietti Md	All Other											
Feltner Eileen Rose	All Other											
Yawman Daniel M Md	All Other											
Ciavarri Nancy Ann Md	All Other											
Kringstein Peter A Md	All Other											
Runge Timothy Daniel Md	All Other											
Lee Charis A Md	All Other											
Kleinman David M Md	All Other											
Mcarthur Margaret Ann	All Other											
Moore Judith Clair	All Other											
Lifetime Assistance Inc Spt	All Other											
Lifetime Assistance Inc Spv	All Other											
Toy Eugene Patrick Md	All Other											
Puri Savita Md	All Other											
Kenwell Hfa Alp	All Other											
Wayne Co Chap Nysarc Inc Spv	All Other											
Pathways Inc Spv	All Other											
Geen Sheila Anne Cnm	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Kodjo Cheryl Marie Md	All Other											
Gallaher Karen Marie	All Other											
Fasone Dawn Elizabeth	All Other											
Malanoski Gregory John Md	All Other											
Gassler John Peter Md	All Other											
Boersma Jessica L Rpa-C	All Other											
Burgess Laura Jeanne Cnm	All Other											
Kallio Amy B Rpa	All Other											
Shin Laurie Caroline	All Other											
Kent Margaret Helen	All Other											
Kline Cheryl Davis	All Other											
Hondorf Carol L	All Other											
Herendeen Pamela Ann	All Other											
Little Virginia Ruth	All Other											
Hathwar Roopa J Md	All Other											
Fries Gina Beth Rpa	All Other											
Opladen Janice Marie	All Other											
Sciera Melinda Sue	All Other											
Mcmullen Marilyn Tichy	All Other											
Tuttle Jane Isabel Np	All Other											
Mcguire John F Md	All Other											
Barrett Josephine Md	All Other											
Richards Mary Teresa	All Other											
Chaudhary Imran N Md	All Other											
Petronaci Carol L Md	All Other											
Burke Robert E Md	All Other											
Gelbard Wendy B Md	All Other											
Katz Alan W Md	All Other											
Ebling Nancy C Do	All Other											
Hausman Kathleen Louise Cnm	All Other											
Devoesick Letitia M Do	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Feldon Steven E Md	All Other											
Svengsouk Jefferson S Md	All Other											
Pathways Inc	All Other											
Kosko Debra Dianne	All Other											
Rochester Rehab Center Smp	All Other											
Ontario Arc Smp	All Other											
Lowe Marie Williman	All Other											
Allegany Co Chap Nysarc Smp	All Other	✓	✓	✓	✓					✓		
Wayne Co Chap Nysarc Inc Smp	All Other											
Solky Alexander Jacob Md	All Other											
Bonham Adrienne Deyo Md	All Other											
Lifetime Assistance Inc Smp	All Other											
Mullin Suzanne F Md	All Other											
Halterman Jill S Md	All Other											
Shah Manish N Md	All Other											
Farnsworth Suzamie Jo Md	All Other											
Schriefer John H Md	All Other											
Cayuga Hm For Children Mh	All Other											
Steffers Michelle Md	All Other											
Gadbois Marcia Piepont	All Other											
Mieszczanska Hanna	All Other											
Nead Karen Gnuse	All Other											
Shah Syed Asif Ali Md	All Other											
Nofziger Anne C Md	All Other											
Pangilinan Audwin J Md	All Other											
Conway Lori Gene Stoler	All Other											
Jacobson Seth Md	All Other											
Michael Lori A Md	All Other											
Mattoon Carrie Loreine	All Other											
Equinozzi Arthur Mark li Md	All Other											
Bobrow Michael B Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Goldberg Rachel Md	All Other											
Narins Craig Richard Md	All Other											
Liu Lynn Cecilia Md	All Other											
Rosero Spencer Zachary	All Other											
Edwards Richard	All Other											
Hodgins-Levey Krista Margaret	All Other											
Family Ser Of Chemung Cnty Mh	All Other	▼	▼	▼	▼	▼	▼	▼	▼		▼	▼
Kolodny Leonard B Md	All Other											
Curtin William Md	All Other											
Volk Gretchen R Md	All Other											
Kamali Michael Farhad	All Other											
Mid Erie Mental Health Svc	All Other											
Cook Stephen Russell Md	All Other											
Smolyak Regina M Md	All Other											
Lande Marc B Md	All Other											
Shylasree Krishnan Physician Pllc	All Other											
Heavey Elizabeth J Cnm	All Other											
Wolfe Steven Marc Md	All Other											
Momot Christopher D Md	All Other											
Spencer Matthew T Md	All Other											
Corales Roberto B Md	All Other											
Hughes Ila Grace Rpa	All Other											
Woeller Nancy Lynn Rpa	All Other											
Lifetime Care	All Other											
Queenan Ruth Anne Md	All Other											
Piotrowski Brain Edward Md	All Other											
Salloum Rabih Mahmoud Md	All Other											
Queenan John Thomas Md	All Other											
Christenson Randal L Md	All Other											
Miga Daniel E Md	All Other											
Ifthikharuddin Sarah Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Massey Howard Todd Md	All Other											
Ashbarry Kristin	All Other											
Ozcan Tulin Md	All Other											
Patel Rajeev K Md	All Other											
Boghani Shobha Ashish Md	All Other											
Ontario Arc Hcbs4	All Other											
Hernady Andrea Halverson Md	All Other											
Leonard Laura Jean Md	All Other											
Ciafaloni Emma Md	All Other											
Diachun Carol Ann Md	All Other											
Teerlinck Cynthia E.Md	All Other											
Sullivan Pamela C Md	All Other											
Orloff Deborah Np	All Other											
Kaffenbarger Kimberly Md	All Other											
Baden Street Settlement	All Other	▼		▼		▼	▼	▼			▼	▼
Weeden Robert Md	All Other											
Steuerwald Lori J Rpa	All Other											
Arigo Mary Christine Md	All Other											
Walk-Reinard Lisa Md	All Other											
Chin Michelle Lee Md	All Other											
Legrett Jeffrey M Md	All Other											
Carroll Jennifer Md	All Other											
Caiola Enrico Md	All Other											
Torpey Laurence E Md	All Other											
Glann Shirley Jane	All Other											
Hill Kristine Anne	All Other											
Fox George Bernard	All Other											
Tan Raymond K Md	All Other											
Frazo Jessica Reiser	All Other											
Durham Michelle Joan	All Other											
Iannoli Pasquale Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Meagher Cecilia C Md	All Other												
Mitchko Michael John Md	All Other												
Aguirre Richard Steven Md	All Other												
Hamer Mark Evan Md	All Other												
Grieff Marvin Md	All Other												
Dombroski David A Md	All Other												
Beyer Eric L Md	All Other												
Mishra Jagdish Prasad Md	All Other												
Ormanoski Margaret H Md	All Other												
Broder Jonathan Md	All Other												
Samuels Jennifer Mead	All Other												
Kassas Mohamad-Zahi Mustapha	All Other												
Fleming Jennifer Barie Rpa	All Other												
Westesson Per-Lennart Md	All Other												
Perry Maureen Md	All Other												
Taylor Alice Lewand Md	All Other												
Rosenbloom Stephen Md	All Other												
Bingham Robert Md	All Other												
Schue Donna Md	All Other												
Vaules William Albert Md	All Other												
Lester Joyce H	All Other												
Schapiro Fannie R Md	All Other												
Olivares Telva Eleida Md	All Other												
Ling Marilyn N Md	All Other												
Zillmann Betty Northrop	All Other												
Kamalsky Joan M Md	All Other												
Lemley Elaine M Rpa	All Other												
Rhodes Jeffrey Mitchell Md	All Other												
Hunt Kathleen Machuga	All Other												
Williams David Dea Md	All Other												
Smith Lisa Ann Md	All Other												



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Monu Johnny U V Md	All Other											
Chengazi Vaseem U Md	All Other											
Vaules Megan B	All Other											
Tripp Samuel Edward	All Other											
Joseph Jean Volny Md	All Other											
Kotyra Lisa Guile	All Other											
Stryker Sean Allen Md	All Other											
Chai Sungji Md	All Other											
Demme Richard Anthony Md	All Other											
Nasso Jacqueline Cnm	All Other											
Westfall Cardiology Grp Pllc	All Other											
Brenner Joan S	All Other											
Lifetime Assistance Inc Hcbs9	All Other											
Bailey Kathryn Md	All Other											
Pulley Darren	All Other											
Cah Heritage Christian Servic	All Other	▼	▼	▼		▼						
Pynn Stacey Elizabeth	All Other											
Rosario Luis Abdiel	All Other											
Peracchia Carla Maria	All Other											
Ingerowski Eric Francis	All Other											
Iacobucci James Joseph	All Other											
Pacino James R Rpa	All Other											
Barone Rochelle Pa	All Other											
Sutton James Benjamin Rpa	All Other											
Dinnan Mary A Rpa	All Other											
Terp David A Pa	All Other											
Evans Lara Bethany Hornung	All Other											
Pettit Wendy Lynn	All Other											
Walsh Laurie A	All Other											
Alling R Douglas	All Other											
Landstrom Linda L	All Other											



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Emerson Karen Vickner	All Other											
Goodman Rebecca Ann	All Other											
Wani Rozy Nelofar	All Other											
Lafferty Leigh Griffiths	All Other											
Sengupta Rahul J Md	All Other											
Bennett Jane	All Other											
Campbell Thomas Scott Md	All Other											
Shapiro Joel	All Other											
Mevorach Robert A Md	All Other											
Chen Leway Md	All Other											
Walker Barbara	All Other											
Kreisman Angela M Md	All Other											
Jefferson Family Medicine Pc	All Other	☑	☑	☑		☑	☑			☑	☑	☑
Romanick Dean David Md	All Other											
Burns Paul Christopher Md	All Other											
Vuillequez Jeffrey J Md	All Other											
Tompkins Tammy Victoria	All Other											
Digiovanni Benedict F Md	All Other											
Grover Julie Lyn	All Other											
Menon Sharada P Md	All Other											
Finnell Jack W Md	All Other											
Steele Brian K Md	All Other											
Connors Patrick	All Other											
Gupta Atul Kumar Md	All Other											
Jacobs-Perkins Andree	All Other											
Schwartz Lisa	All Other											
Mallouk Abdel Od	All Other											
Nickell Karen M Md	All Other											
Jones Luann Teschmacher Md	All Other											
O'Gara Kevin George Md	All Other											
Lee David Edward Md	All Other											



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Olschewske Joan Lehman	All Other											
Ripple Cynthia Lee	All Other											
Robert B Peel Dpm Pc	All Other											
Ring Douglas Andrew Dpm	All Other											
Hight James E Md	All Other											
Grannum Edith Gwendoline Md	All Other											
Stern Carolyn	All Other											
Chow Ming-Yan Md	All Other											
Deshmukh Sudipt	All Other											
Pierce Deborah	All Other											
Stockman Douglas Md	All Other											
Balaji Karai Pattabiram Md	All Other											
Colpoys Margaret Elizabeth Md	All Other											
Epstein Ronald Mark Md	All Other											
Rizk Wafaa I Md	All Other											
Kilimnick Joseph B Md	All Other											
American Home Patient Of Ny I	All Other											
Tan Catherine C	All Other											
Parker Kathleen Rose	All Other											
Macintyre Mary Robin	All Other											
Christidis Elias Md	All Other											
Lifetime Assistance Inc Hcbs6	All Other											
Smith Linda J	All Other											
Szalados James E Md	All Other											
Maloney Michael D Md	All Other											
Kowalchuk Roman M Md	All Other											
Bayoumi Ahmed G M Md	All Other											
Schneider Alexandra C Rn	All Other											
Potts Jill Kathleen Md	All Other											
Ullah Asad Md	All Other											
Penird Kevin D Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Orlowski Beth Ann Md	All Other												
May Joel Lee Md	All Other												
Demino Tracey I	All Other												
Qutubuddin K Dar	All Other												
Diego G Cahn-Hidalgo Md	All Other												
Sweeney Dawn M Md	All Other												
Herrmann Diana Md	All Other												
Koul Suneel M Md	All Other												
Davis Roderick	All Other												
Weisbrod Leslie	All Other												
Donahue Kathleen Marie Md	All Other												
Kane Andrew M Md	All Other												
Hayden Kathleen A Md	All Other												
Cox Elizabeth	All Other												
Eman Wahba Md	All Other												
Allen Judith Ann Md	All Other												
Morris Geoffrey	All Other												
Dobrzynski David	All Other												
Zarfes Marc S	All Other												
Potter Douglas	All Other												
Dobmeier Michael	All Other												
Ruh Richard	All Other												
Cunningham Michael A	All Other												
Solazzo Anthony F Md	All Other												
Everett Geoffrey	All Other												
Giambrone Robert M Md	All Other												
Eigg Marc H Md	All Other												
White Richard	All Other												
Cohen Mark	All Other												
Wright Pamela Jurich Cnm	All Other												
Sobel Kenneth Alan Md	All Other												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Huang David Tsu-Chau Md	All Other											
White Amy L Md	All Other											
Atallah-Yunes Nader H Md	All Other											
Jonnala Srinivas Md	All Other											
Innovative Services Inc	All Other											
Honeoye Valley Fam Prac Llp	All Other											
Kouides Ruth W Md	All Other											
Kopp Laura Jane Md	All Other											
Morgan Julia Mary Md	All Other											
Arshad Shahana Shahid Md	All Other											
O'Brien Elizabeth S Md	All Other											
Aggarwal Vinay Rajkumar	All Other											
Ranalli Lucille G	All Other											
Bank Margaret S	All Other											
Vitullo Benedetto B Md	All Other											
Fattouch Hany Md	All Other											
Yax Karen	All Other											
Lifetime Assistance Inc Hcbs5	All Other											
Penird Karen S Md	All Other											
Miller Susan Gardner Md	All Other											
Houy Nancy Marie	All Other											
Vermilion Roger P Md	All Other											
Medina Gen Hsp Oh	All Other											
Bodine Theresa Ann Rpa	All Other											
O'Dell Kimberley A	All Other											
Hager Jonathan Williams	All Other											
Pressman Eva K Md	All Other											
Schoeniger Luke O Md	All Other											
Kolsin Scot B	All Other											
Sarnov Mark L Md	All Other											
Cleary Carolyn	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Kopp David William Md	All Other											
Prabhu Nivedita P Md	All Other											
Purnell Leslie E Md	All Other											
Martinez Nilsa Milagros Md	All Other											
Singh Amrit Paul Md Pc	All Other											
Klein Deborah Joan Md	All Other											
Huiatt Kelly R Md	All Other											
Kundlas Gurdeep Singh Md	All Other											
Grable John Clifford Md	All Other											
Foster Edward William Do	All Other											
Matijas Christine Griswold	All Other											
Brand Matthew Raymond Md	All Other											
Drinkwater Christopher Md Pc	All Other											
Genesee Co Chap Nysarc Hcbs 4	All Other											
Zerbe Daniel Lee Md	All Other											
Clark Nancy Shafer	All Other											
Robbins Brett Wayne Md	All Other											
Polashenski Walter A Jr Md	All Other											
Winnicki Michael S Md	All Other											
O'Neill Mary Lou Md	All Other											
Ashdown Adrian Md	All Other											
Lifetime Assistance Inc Hcbs3	All Other	✓	✓	✓		✓						
Lifetime Assistance Hcbs 2	All Other											
Pietropaoli Robert C Md	All Other											
Pittsford Internal Medicine L	All Other											
Brasacchio Ralph A Md	All Other											
Chen Yuhchrau Md	All Other											
Ryan Stephen Dennis Md	All Other											
Dolan Jeannine Louise Md	All Other											
Ali Yousaf Md	All Other											
Connors Charlene Md	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Suozzi Anthony J	All Other											
Hanuch Omar Elias Md	All Other											
Jagadish Grama S	All Other											
Glowinsky Lesley Z Md	All Other											
Pincus Ralph A Md	All Other											
Kelley Grant Gordon Md	All Other											
Spillane Linda L Md	All Other											
Davis Eric Alan Md	All Other											
Brayer Anne Franklin Md	All Other											
Pentland Alice P Md	All Other											
Herendeen Neil E Md	All Other											
Soliman Adel Boushra Md	All Other											
Ettinghausen Stephen E Md	All Other											
Valley View Family Practice	All Other											
Peterson Kimberly Anne Md	All Other											
O'Malley William Edward Md	All Other											
Hill Wendy Jensen	All Other											
Voci Susan Lee Md	All Other											
Lee Frances Eun-Hyung Md	All Other											
Fine Steven Mark Md	All Other											
Eldaher Nayef Torki M Md	All Other											
Donohue Laurie Jeanne Md	All Other											
Fairport Baptist Homes Adhc	All Other											
Eck Anita	All Other											
Yanda Martha	All Other											
Sayadoff-Flaherty Donna	All Other											
Povanda Paul	All Other											
Mauri Robert Md	All Other											
Mcdermott Sioban Pauline Md	All Other											
Casey Kevin John Md	All Other											
Foster David Charles Md Mph	All Other											



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Raza Syed Hassan Md	All Other											
Ali Shehzad	All Other											
Johnson Wallace Emerson Md	All Other											
Watson Thomas Jack	All Other											
Pisharoty Anil	All Other											
Burke Catherine A Cnm	All Other											
Stratton-Smith Scott A Md	All Other											
Vial Catalina Margarita Md	All Other											
Levine Mark S	All Other											
Mudd Kevin Joseph Md	All Other											
Liano Douglas J	All Other											
Banghart Maria-Elen Cardenas	All Other											
Conolly Melanie Root Md	All Other											
Christie Michael L Md	All Other											
Burke Gretchen Smith Md	All Other											
Kame Cheryl A	All Other											
Peartree Paul K	All Other											
Larson Pamela L Md	All Other											
Beisheim Melissa L	All Other											
Papier Arthur Md	All Other											
Greenwood Gaylinn Marie Md	All Other											
Feltner Elizabeth J Md	All Other											
Holm Allison L	All Other											
Ehrmentraut Sheryl Marie Md	All Other											
Gentile David P	All Other											
Henoch Monica J	All Other											
Beddoe Jeanne C Md	All Other											
Wojciechowski Joseph M Md	All Other											
Greene Richard	All Other											
Harp Jeffrey James Md	All Other											
Holmes Michael J	All Other											



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Shulman Brett Charles Md	All Other											
Campbell Thomas L Md	All Other											
Dickinson John C	All Other											
Jones Douglas H Md	All Other											
Vora Ramnik R	All Other											
Aziz Farideh Taha	All Other											
Katzel Lester	All Other											
Weissman Jeffrey	All Other											
Jaranowski Karen Kathleen Md	All Other											
Beverly Patricia Jennie Cnm	All Other											
Stolarczyk Richard Md	All Other											
Lenhardt Terence Michael	All Other											
Kjoller Jane Laura Md	All Other											
Pullman Linda	All Other											
Shamsie Darakhshan F Md	All Other											
Ippolito Charles Nicholas Md	All Other											
Borbas Judith Kishonti Md	All Other											
Gleeson Mary Lucy Md	All Other											
Bressler David J	All Other											
Nemetz Sarah B Md	All Other											
Pellitteri Arthur Md	All Other											
Aziz Haris Md	All Other											
Schultz Stephen Henry Md	All Other											
Thompson-Scott Helene M Cnm	All Other											
Curran Thomas Patrick Md	All Other											
Krasner Michael Shawn Md	All Other											
Patel Kartik Shantibhai Md	All Other											
Constine Louis Sanders Iii Md	All Other											
Gaspar Vladimir Md	All Other											
Mccormick Kevin Richard Md	All Other											
Fogarty Colleen Teresa Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Howard Christine A Rpa	All Other											
Ludwig David Md	All Other											
Bennett Douglas H	All Other											
Trawick David Roy Md	All Other											
Foote Michael Martin Md	All Other											
Allen Egan Forrest Md	All Other											
Disalle Michaeal Richard Md	All Other											
Lehoullier Paul Francis Md	All Other											
Leone Anthony Michael Md	All Other											
Lyons Deanna Girard Md	All Other											
Guzman Ronald Md	All Other											
Weinberg Eric Philip Md	All Other											
Youssef Odet Edward	All Other											
Loveys Luke Stirling Md	All Other											
Klotz Michael James Md	All Other											
Hollenberg Gary Marshall Md	All Other											
Quaidoo Emmanuel Adolphus Md	All Other											
Biradavolu Lakshmi Bhaskar Md	All Other											
Mercurio Mary Gail Md	All Other											
Kaplan Craig B Md	All Other											
Pettee Allen D Md	All Other											
Vyverberg Lorraine	All Other											
Rudmann A Andrew Md	All Other											
Khalaf Mohamed Abdel H Md	All Other											
Fiorica Benjamin Peter Md	All Other											
Sosniak Janusz A Md	All Other											
Mroueh Mohamad Jamil M Md	All Other											
Goodfriend Andrew Neil Md	All Other											
Strang John G Md	All Other											
Basra Rajinder K Md	All Other											
Hira Bruce K Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Gagnon Carol Ann Md	All Other												
Laroche Eddy Md	All Other												
Shamsie Faisal Md	All Other												
Silver Harris Md	All Other												
Hoffmann John L Md	All Other												
Brown Mark Anthony Md	All Other												
Daino Terrance M Md	All Other												
Gulati Raj K Md	All Other												
Dlugozima Maureen E Md	All Other												
Nazar Michael D Md	All Other												
Stearns Cecilia A	All Other												
Garg Vinod K Md	All Other												
Weinberg Michael B Md	All Other												
Hellmann Sandra Ann	All Other												
Stein Julia Md	All Other												
Mancuso Mark John Md	All Other												
Martin-Cuyler Gina	All Other												
Pathways Inc Tbi	All Other												
Picco Pasquale Arthur Md	All Other												
Baumhauer Judith Ford Md	All Other												
Riggs Patrick Nelson Md	All Other												
Thakur Rajbala Md	All Other												
Scofield Steven Michael Md	All Other												
Wehrle John J Md	All Other												
Wang Henry Z Md	All Other												
Pancio George Ii Md	All Other												
Messing Edward M Md	All Other												
Nagendra Thambirajah Md	All Other												
Ritzel Gary A	All Other												
Foster Mary Johanna	All Other												
Bernstein Paul L Md	All Other												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Dombrowski Jan Md	All Other											
Jacobson Daniel R Md	All Other											
Morse Diane S Md	All Other											
Chan Him-Wing Md	All Other											
Halpenny John Stirling	All Other											
Tullio Tammie B Md	All Other											
Highland Hospital Of Rochester	All Other											
Rubert Andres I Jr	All Other											
Mcdonald Sandra Md	All Other											
Loveys Alice Andrews Md	All Other											
Cox John Foreman Iii Md	All Other											
Berg Kathrin Joyce Md	All Other											
North Park Nh Adhc	All Other											
The Highlands At Brighton	All Other											
Hoeger William John Md	All Other											
Genesee Reg Home Care Ont Cty	All Other	▼	▼	▼	▼	▼				▼		▼
Ontario-Yates Hospice	All Other											
Sloan Pearce	All Other											
O'Keefe Regis Md	All Other											
Brooks Walter S Md	All Other											
Hoeger Kathleen M Md	All Other											
Lukawski Zbigniew A Md	All Other											
Lednar Susan Reitz	All Other											
Mathew Mary L Md	All Other											
Gupta Mala R Md	All Other											
Tripp Robert John Md	All Other											
Lenhard Julie M Md	All Other											
Skovgaard Rebecca L	All Other											
Williams Diana Rowland	All Other											
Fogarty Janine L Md	All Other											
Ryan Gregory J Md	All Other											



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Waldman David L Md	All Other												
Seubert David E Md	All Other												
Lockwood Mary Jo	All Other												
Grella Rocco D Md	All Other												
Feldman Doron Md	All Other												
Riggs Malcolm M Md	All Other												
Richard Eric A Md	All Other												
Rizk Toufic Assaad Md	All Other												
Nunno Patrick Michael Md	All Other												
Glezen Sharon J Md	All Other												
Gracey Catherine Faye Md	All Other												
Rao Krishna Mohan D Md	All Other												
Amin Nishith M Md	All Other												
Mcgrath Patrick J Md	All Other												
Bjorseth Caryl E Md	All Other												
Rockwell Susan Virginia Md	All Other												
Landolf Michael J Md	All Other												
Tanzman Esther S Md	All Other												
Odorisi Marc Louis Md	All Other												
Lambert David Reny Md	All Other												
Wilmot Patrick W Md	All Other												
Morgos Faig William Md	All Other												
Sharza John J Md	All Other												
Nebbia Stephan P Md	All Other												
Shiple Laura Jean Md	All Other												
Kramer Judith Anne Md	All Other												
Sahler Lawrence Gardner Md	All Other												
Liu Vicky Md	All Other												
Hahn Cathy J Md	All Other												
Orlowski Craig C Md	All Other												
Myers Michael Steven Md	All Other												



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Mcgrail Kathleen Ann Md	All Other												
Huselton John Md	All Other												
Adler Thomas R Md	All Other												
Rabinowitz Betty Md	All Other												
Wittlin Steven D Md	All Other												
Nast Edward Paul Md	All Other												
Chess Mitchell Md	All Other												
Vill Maggie D Md	All Other												
North Park Nursing Home Inc	All Other												
Park Steve Byongkoo Md	All Other												
Roberts Thomas S Md	All Other												
Bank John T Md	All Other												
Maskiell Charles D Md	All Other												
Pum William D Md	All Other												
Buchsbaum Gunhilde M Md	All Other												
Shlasko Edward Md	All Other												
Corbalan Francisco J Md	All Other												
Varnis Charlene B Md	All Other												
Orleans Co Hlth Dept Psshsp	All Other												
Monroe Co Dss Psshsp	All Other												
Mcshane-Maier Margaret	All Other												
Ling Frederick S Md	All Other												
Whitbeck M Gordon Jr Md	All Other												
Buzzard Carol J Md	All Other												
Conifer Park	All Other												
Salamone Jane I Md	All Other												
Podolsky Scott J Md	All Other												
Mittereder Richard F Md	All Other												
Lee Suzanne P Md	All Other												
Cannariato Catherine J	All Other												
Avorkliyah Julius Kwasi Md	All Other												



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Davidoff Jack B Md	All Other											
Hicks Paul S Md	All Other											
Genesis Pediatrics Llc	All Other											
Kaufman David C Md	All Other											
Stuart Philip J Md	All Other											
Ira Davenport Mem Hosp Adhc	All Other											
Berg Michel J Md	All Other											
Dale Edith L Md	All Other											
Goh Kipling B Md	All Other											
Allen Jeffrey R Md	All Other											
Kouides Peter A Md	All Other											
Swanger Carlos M Md	All Other											
Jospe Nicholas Md	All Other											
Walker Jan M Md	All Other											
Kenney E Martin	All Other											
Madejski Thomas J Md	All Other											
Koch John Henry	All Other											
Pembroke Central School	All Other											
Oskvig Roger Melvin Md	All Other											
Henderson C Michael	All Other											
Goodfellow Catherine A Md	All Other											
Robshaw John G Md	All Other											
Landgraf Susan M Md	All Other											
Varade William S Md	All Other											
Goldfarb Steven R Md	All Other											
Livingston County Hospice	All Other											
Kuhfta Jeanne M Rn	All Other											
Gage Lawrence E Md	All Other											
Schwartz George J Md	All Other											
Sadovnic Marc J Md	All Other											
Rochester Mental Hlth Ctr Mh	All Other											



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Schuyler Co Mhc Mh	All Other											
Rochester City School Distric	All Other											
St James Mercy Hsp Lifeline	All Other											
Chhibber Ashwani K Md	All Other											
Adams Faith Debra Dpm	All Other											
Shedd Nancy Gail Md	All Other											
Shah Pankajlal S Md	All Other											
Gupta Bharat B Md	All Other											
Mosher Gayle Ann Md	All Other											
Meyers Steven Paul Md	All Other											
Bronstein Robert D Md	All Other											
Maurer Paul K Md	All Other											
Weber Barbara Ellen Md	All Other											
Arazoza Eduardo A Md	All Other											
Wegman Susan J Md	All Other											
Paszko Henry M	All Other											
Achilles Stephen F Md	All Other											
Thomson Robert Charles Md	All Other											
Hayes Rosalind A Md	All Other											
Papa Louis John Md	All Other											
Courtsal Charles Francis Md	All Other											
Lifetime Assistance Riga Icf	All Other											
Rubenstein Jeffrey S Md	All Other											
Bushunow Peter W Md	All Other											
Lorenz Alan David Md	All Other											
Plain George Baker Md	All Other											
Bruehl Charles Lewis Md	All Other											
Terwilliger Megan M Md	All Other											
Wayne Area Agency On Aging	All Other											
Caifano Robert Anthony Md	All Other											
Blair Edgar Allen Md	All Other											



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Moore Laura Ann	All Other											
Allegany Rehab Assoc Mh	All Other											
Dipoala Joseph Anthony Jr Md	All Other											
Griffith Cherrisse S	All Other											
Kanthor Harold A Md	All Other											
Depra Joseph A Md	All Other											
Witte Anthony J Md	All Other											
Wittig Geoffrey G Md	All Other											
Wetterau Norman W Md	All Other											
Mathews Janet E	All Other											
Hartmann Diane M Md	All Other											
Wayne Health Care Adhc	All Other											
Dziwis Paul S Md	All Other											
Hill Haven Rgh	All Other											
Home Care And Hospice	All Other											
Hoffmeier Harold J Jr	All Other											
Burt Tina Leigh Decamp	All Other											
Mason James Michael Md	All Other											
Orloff Mark Md	All Other											
Mitchell Paul Edward	All Other											
Tourtlot Ellen Jane Md	All Other											
Coggiola Peter A	All Other											
Young Iris H Rpa	All Other											
Goldsmith Dennis	All Other											
Wise Regina Resnick	All Other											
Wright Margaret Ann	All Other											
Wengender Henry James	All Other											
Devlin Albert F Do	All Other											
Gonzalez Michael Angel	All Other											
Hur Seung Md	All Other											
Guillet Ronnie Md	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Maliakkal Benedict J Md	All Other											
Palacio Carlos D Md	All Other											
Howard Fred M Jr Md	All Other											
Ragonesi David L Md	All Other											
Pathways Inc	All Other											
Wojtczak Jacek A Md	All Other											
Mok Carolyn Lee Md	All Other											
Zinkand Heidi R Md	All Other											
Beecher Walter S Md	All Other											
Mcelligott Thomas J Jr Md	All Other											
Finetti Joseph C Md	All Other											
Mscichowski Bogdan Md	All Other											
Sponaugle Dale W Md	All Other											
Pine Rena D Md	All Other											
Leddy Sarah E Md	All Other											
Lurie Stephen J Md	All Other											
Plotnik Ronald D Md	All Other											
Midura Rajamani Elizabeth Md	All Other											
Rajamani Krishnakumar Md	All Other											
Ferris Lori L Md	All Other											
Dhakal Madhavendra Purush Md	All Other											
Kosieracki Eileen K Do Pc	All Other											
Chiang Calvin Md	All Other											
Galutia Steven T Md	All Other											
Boman Thomas E Md	All Other											
Atanas Meri Md	All Other											
Cavallaro Charles T Do	All Other											
Stuver Thomas Paul Md	All Other											
Ehrenberg Mitchell Allen Md	All Other											
Cavalieri Antoinette	All Other											
Nguyen Tai T Md	All Other											



**New York State Department Of Health
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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Johnson Alice B	All Other											
Westside Pediatric Group	All Other											
A C Center Inc	All Other											
White David M Md	All Other											
Kates Stephen Lloyd Md	All Other											
Markakis Kathryn M Md	All Other											
Liv/Wyoming Co Arc Mr	All Other											
Eichelberger James Paul Md	All Other											
Szilagyi Moira Ann Md	All Other											
Schaffer Stanley J Md	All Other											
Lewis Vivian Md	All Other											
Murphy Marie Lynd	All Other											
Chan Raymond Kin Keung Md	All Other											
Wadsworth Rebecca W Md	All Other											
Dasilva Anthony J Md	All Other											
Tripler Scott M Md	All Other											
Dalton Karen J	All Other											
Glantz John Christopher Md	All Other											
Leo Cusumano Physician Pllc	All Other											
Liesveld Jane L Md	All Other											
Francis Charles W Md	All Other											
Shrier David A Md	All Other											
Hessert Timothy R Md	All Other											
Huntington Living Center	All Other											
Lee David K Md	All Other											
Rose Steven Jay Md	All Other											
Tingley Donald H Md	All Other											
Hilton Health Care Pc	All Other											
Slobodzian John Charles Md	All Other											
Mercycare Non Occ	All Other											
Shephard Virginia Theresa Md	All Other											



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Gacioch Gerald Matthew Md	All Other												
Garfunkel Lynn C Md	All Other												
Auerbach Karl Md	All Other												
Finger Lakes Vns Inc	All Other												
Samkoff Lawrence M Md	All Other												
Danahy Susan A Md	All Other												
Denk Larry D Md	All Other												
Fasanello Donna Md	All Other												
Baxter Timothy Norman Md	All Other												
Avanzato Cheryl J Md	All Other												
Bergin Margaret Mary Md	All Other												
Apostolakos Michael J Md	All Other												
Geary Kevin J Md	All Other												
St Anns Home For Aged Non Occ	All Other												
Benson Beth Joan Md	All Other												
Terry Richard Robinson Do	All Other												
Arnone Thomas Joseph Do	All Other												
Deluccia William Arthur Jr Md	All Other												
Catholic Charities Rochester	All Other	▼	▼	▼	▼	▼		▼			▼	▼	
Sham Ronald Lewis Md	All Other												
Woodlock Timothy J Md	All Other												
Rouse Lucien M Jr Md	All Other												
Hcr	All Other												
Green Michael Md	All Other												
Lifetime Assistance Nichols	All Other												
Lifetime Assistance Beaman	All Other												
Martin Priscilla S Md	All Other												
Genesee Cty Mh	All Other	▼	▼			▼	▼						
Mitchell Thomas R Md	All Other												
Mm Ewing Continuing Cr Ctr Ad	All Other												
Kennedy Richard Gordon Md	All Other												



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Campbell James Robert Md	All Other												
Vns Of Rochester Lthhcp	All Other												
Dollinger Beth Miriam Md	All Other												
Ewing James Ralph Md	All Other												
Rosner Daniel B Md	All Other												
Rosati Samuel Md	All Other												
Davis M Colleen O'Neil	All Other												
Potenza Vito John Md	All Other												
Markson Jonathan Ellary Md	All Other												
Algase Leslie F Md	All Other												
Angell Alan Howard Md	All Other												
Cranmer Curtis John Md	All Other												
Orleans County Comm Svc Mh	All Other	☑					☑	☑			☑		
Colony Mary Deborah Md	All Other												
Krusch David A Md	All Other												
Peacock James Lowery Md	All Other												
Ciszewski William A Md	All Other												
Klossner Kevin Edward Md	All Other												
Pupparo Frank Md	All Other												
Bodary A Kirk Md	All Other												
Cove Christopher Jack Md	All Other												
Waheed Meredith Lee Md	All Other												
Rochester General Hospital	All Other												
Martin Michael G Md	All Other												
Kramer Zachary B Md	All Other												
Hulbert William Md	All Other												
Singh Ravi Md	All Other												
Lifetime Assistance Hamlin	All Other												
Living Center At Geneva South	All Other												
Driesch Mary D Md	All Other												
Williams Geoffrey C Md	All Other												



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Pathways Davis Road Icf	All Other											
Robinson Mary Elizabeth Md	All Other											
Veenema Kenneth Roy Md	All Other											
Hcr	All Other											
Lifetime Assistance Chili Icf	All Other											
Baker Hall,Inc	All Other											
Stewart Christine Md	All Other											
Whelan Mervyn R Md	All Other											
Rupik Aleksander Jozef Md	All Other											
Vaughan Maurice John Md	All Other											
Parker Keith William Md	All Other											
Giordano Michael L Dpm	All Other											
Siebold Earlene Catherine Md	All Other											
Lafleur Carolyn Md	All Other											
Katz Kenneth R Md	All Other											
Helft Robert Alan Do	All Other											
Schenone Roger G B Md	All Other											
Mcmullen Michael P Md Pc	All Other											
Williford Daniel James Md	All Other											
Greenberg Steven David Md	All Other											
Oxley David James Md	All Other											
Naassana Mohsen Raymond Md	All Other											
Venci Nicolas Arturo Md	All Other											
Schwarz Karl Q Md	All Other											
Coughlin Kevin M Md	All Other											
Pennino Ralph P Md	All Other											
Chang Vincent D Md	All Other											
Erturk Erdal Md	All Other											
Ryan Mark Stephen Md	All Other											
Toner Kenneth V Md	All Other											
Rodgers Thomas Paul Md	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Arreaza Eduardo Md	All Other											
Wiener Roy Steven Md	All Other											
Marsocci Steven Michael Md	All Other											
Mccann Robert M Md	All Other											
Flender Joan Ellen Md	All Other											
Adams Mark J Md	All Other											
Eisenberg Jeffrey C Md	All Other											
Lamarque Ivan L Md	All Other											
Madan Manish Kumar Md	All Other											
Barnett Ted D Md	All Other											
Smith Neal Todd Md	All Other											
Long Jeffrey C Md	All Other											
Seaford John Wade Md	All Other											
Zoghlin Benson L Md	All Other											
Rosenberg Paul N Md	All Other											
Blackburn Robert E Md	All Other											
Bayer William H Md	All Other											
Manchester Ralph A Md	All Other											
Christy Cynthia Md	All Other											
Donnelly Paul T Md	All Other											
Singh Rajendra P Md	All Other											
Fultz Patrick James Md	All Other											
Penfield Lorrie Ann	All Other											
Mayer Robert Dale Md	All Other											
Doyle Frances Md	All Other											
Laux Brian Md	All Other											
Lowe Phillip Md	All Other											
Freeman James Gordon	All Other											
Dunn Michael Gerard Md	All Other											
Independent Health Care Inc	All Other											
Vince Roger K Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Abbott Richard E Md	All Other												
Shoemaker Michael E Md	All Other												
Aaron Manor Rehab & Nrs Cente	All Other												
Pathways Forest Drive Icf	All Other												
Nolan Timothy L Md	All Other												
Pudusseri Mary Jose Md	All Other												
Buckley John R Md	All Other												
Asselin Dennis A Md	All Other												
Stenclik Mark John Md	All Other												
Levy Paul Christopher Md	All Other												
O Connor Kevin Patrick	All Other												
Blossom View Nursing Home Inc	All Other												
Naumburg Elizabeth H Md	All Other												
Southern Tier Hospice/Pall Ca	All Other												
Woods James R Jr Md	All Other												
Community Care Western Ny	All Other												
Schultz John G Md	All Other												
Fiscella Kevin Md	All Other												
Gordon Jeffrey B Md	All Other												
Emergency Associates	All Other												
Lifetime Care/Hsp Roc/Wayne/S	All Other												
Huther-Doyle Mem Institute	All Other												
Duba Joseph R Md	All Other												
Alves John W Md	All Other												
Sorrentino Sandy Pc Md Jr	All Other												
Cattaraugus Cnty Alchl&Sub Ab	All Other												
Schwartz Ronald G Md	All Other												
Bloom Richard Alan Md	All Other												
Southern Tier Pediatrics	All Other	☑	☑			☑	☑			☑			
Steuben County Alcoholism Sub	All Other												
Chemung Co Nys Arc Children'S	All Other	☑	☑				☑	☑					



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Chisholm Joan Winsome Md	All Other											
Barry Thomas B Md	All Other											
Symer Donald G Jr Md	All Other											
Mehta Jay Kumar Md	All Other											
Dever David Paul Md	All Other											
Unity Living Center	All Other											
Ohri Vipin Md	All Other											
Terry Cynthia Sue Md	All Other											
Family Services	All Other											
Community Care Of Why	All Other											
Budd James L Md	All Other											
Olsen Robert L Md	All Other											
Daly Janine Jean Md	All Other											
Looney Richard John Md	All Other											
Young Robert Britton Md	All Other											
Phatak Pradyumna D Md	All Other											
Hannan David Thomas Md	All Other											
Sweeney Bernard P Md	All Other											
Breen David H	All Other											
Frelinger Barbara Blodgett Md	All Other											
Shamaskin Joel Alan Md	All Other											
Seeger Richard James Md	All Other											
Shamaskin Ann R Md	All Other											
Remec Peter Tomaz Md	All Other											
Wiener Myra Wunderlich Md	All Other											
Szilagyi Peter G Md	All Other											
Scortichini Doria A Md	All Other											
Ritchlin Christopher T Md	All Other											
Franciscan Health Support Inc	All Other											
Antao Olavio A	All Other											
Rosier Randy Nathan Md	All Other											



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Hanson Jeffrey L Md	All Other												
Walsh Robert John Md	All Other												
Foster Michael E Md	All Other												
Rubens Deborah Md	All Other												
Cohn Frederick S Md	All Other												
Klionsky Nina B Md	All Other												
Kiernan Mary Anne Md	All Other												
Samikkannu Periasamy Md	All Other												
Rolls William P Md	All Other												
Wahl Gary W Md	All Other												
Fitzpatrick Patricia G Md	All Other												
Sanko Stephan R Md	All Other												
Gambino Lisa M Md	All Other												
Schiavone John F Md	All Other												
Wormer Duncan D Md	All Other												
Condry Patrick J Iii Md	All Other												
Nicolai Ned Andrew Md	All Other												
Lifetime Assistance Holly St	All Other												
Cooper Elizabeth Marie Cnm	All Other												
Genesee Council On Alcoholism	All Other												
Schuyler Cnty Nys Arc Cedar I	All Other												
Lewish Gregory D Md	All Other												
Rtf Crestwood Childrens Ctr	All Other												
Oconnor Timothy P Md Pc	All Other												
Pulkrabek Jana Md Pc	All Other												
Bottros Isis W Md	All Other												
Smith Brian Drew Md	All Other												
Tasbas Muammer Md	All Other												
Jennings Samuel Thomas Md	All Other												
Thompson Bruce Robert Md	All Other												
Newman David M Md	All Other												



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Collins Michael Shaun Md	All Other											
Sokolow Saul Kenneth Md	All Other											
Schiff Melissa J Md	All Other											
Western Ny Childrens Pc	All Other											
Rapoza Paul A Md	All Other											
Ekholm Sven E Md	All Other											
Nangle C Richard Md	All Other											
Weinberg Robert J Md	All Other											
Mehta Raj Kumar Md	All Other											
Katlic Kerry L Md	All Other											
Reino David L Md	All Other											
Pasternack Joel S Md	All Other											
Iyer Radha Ramakrishna Md	All Other											
Richardson Louise Patricia Md	All Other											
Hess Henry M Md	All Other											
Wellsville Manor Care Center	All Other											
Valvo John Russell Md	All Other											
Vukman Ronald B Md	All Other											
Noronha Azalea V Md	All Other											
Sullivan Richard P Md	All Other											
Stahl David D Md	All Other											
Hellems Stephen O Md	All Other											
Cherkis Richard Charles Md	All Other											
Ohri Tarun Kumar Md	All Other											
Dailey Brian Dennison Md	All Other											
Hetland Ruth Ellen Md	All Other											
Seaman John M Md	All Other											
Kurnath Joseph F Md	All Other											
Bernstein Allan D Md	All Other											
Hollister Margaret C Md	All Other											
Napoleon Mary Sue Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Deahn Dale L Md	All Other											
Schneider Michael Stephen Md	All Other											
Oconnor Dennis William Md	All Other											
Ching Steven S Md	All Other											
Depaul Addiction Services Inc	All Other											
Syracuse Brick House Inc	All Other	✓									✓	
Council Alcohol Sub Abuse Livingstn	All Other											
Action For A Better Community	All Other											
Xenias Stephen John Md	All Other											
Tarantino Benedetto Md	All Other											
Sussman Bernard Lawrence Md	All Other											
Kaplan Barton William Md	All Other											
Naik Ashok P Md	All Other											
Zysman Jules A Md	All Other											
Chemung County Doh Lthhcp	All Other											
Steuben County Phns Lthhcp	All Other											
Kasulke Richard Francis Md	All Other											
Logan Rodney D Md	All Other											
Farrokh Alinaghi Md Pc	All Other											
Mh Svc Erie Southeast Corp V	All Other											
Ivanick Mark J Md	All Other											
Chmura Ann Meredith Richardso	All Other											
Pansari Gopiram M Md	All Other											
Caiola Daniel J Dpm	All Other											
Genesee County Nh Non Occupan	All Other											
Gibson Mark Douglas Md	All Other											
Bishop William Clark Md	All Other											
Manfred John M Md	All Other											
Bowditch Robert Md	All Other											
Russo Robert A Dpm	All Other											
Allegany Council On Alcohol	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Derosas Juan Facundo Md	All Other											
Marquardt John D Md	All Other											
Tebor Gary B Md	All Other											
Sheth Naresh N Md	All Other											
Kothari Kamal Md Llc Md	All Other											
Sahukar Satya P Md	All Other											
Garcia Sonia I Md	All Other											
Lerner Robert M Md	All Other											
Jordan Michael Robert Md	All Other											
Bethany Nursing Home Hrf	All Other											
Andolina John R Md	All Other											
Tanner Edward Clein Md	All Other											
F L A C R A	All Other											
Berliant Marc N Md	All Other											
Jewish Home Infirmary Non Occ	All Other											
Freedman Zachary Roy Md	All Other											
Valenti William M Md	All Other											
Santana Ernesto J Md	All Other											
Hantman Stuart Seth Md	All Other											
Dunnigan Karin J Md	All Other											
Chamberlain John Kenneth Md	All Other											
Miner R Edward Md	All Other											
Lee Pei Fei Md	All Other											
Lewis Edward D Md	All Other											
Kallay Michael C Md	All Other											
Webb Stephen R Md	All Other											
Peel Robert B Dpm	All Other											
Holzwasser Gerald R Md	All Other											
Campbell James J Pc Md	All Other											
Vanderjagt Elise W Md	All Other											
Mcconnochie Kenneth M Md	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Quill Timothy E Md	All Other											
Tinkelman David M Md	All Other											
Ness Mary K Theobald Md	All Other											
Foroozesh Banej Farokh Md	All Other											
Panzer Robert Jeffrey Md	All Other											
Russo Nicholas Carmine Md	All Other											
Foye Howard Ryder Jr Md	All Other											
Letchworth Family Medicine	All Other											
Mathey Joseph W	All Other											
Reagan J Thomas Md	All Other											
Dass Tripta Md	All Other											
Lifetime Care	All Other											
Ong Ling S Md	All Other											
Rominger John M Md	All Other											
Wandtke John C Md	All Other											
Skucas Jovitas G Md	All Other											
Burgener Francis A Md	All Other											
Falkoff Michael D Md	All Other											
Blaszczak David Daniel Md	All Other											
Eisinger Steven H Md	All Other											
Koretz Daniel Md	All Other											
Maggiulli Michael Joseph Md	All Other											
Schenker Howard I Md	All Other											
Kohli Romesh K Md	All Other											
Morehouse William Raymond Md	All Other	✓	✓	✓		✓	✓					✓
Pollan Lee D Pc Dmd	All Other											
Planned Parenthood Of Niag Co	All Other											
Boynton James R Pc Md	All Other											
Whelpley Robert James Md	All Other											
Qazi Raman Md	All Other											
Webster Medical Group Pc	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Monroe Medi Trans Inc	All Other											
Witmer Thomas Md	All Other											
Aquavella James V Md	All Other											
Presberg Saul L Pc Md	All Other											
Goetz James P Md	All Other											
Decastro Oscar A P	All Other											
Zaky Dawlat A	All Other											
Shapiro Arnold L Md	All Other											
Platzer William R Md	All Other											
Zinkin Edward B Md	All Other											
Segal Arthur J Md	All Other											
Farnand Bernard J	All Other											
Agostinelli Robert J Md	All Other											
De Papp Zsolt G Md	All Other											
Strasser Alexander L Md	All Other											
Ross Harold S Md	All Other											
Doling M James Md	All Other											
Mc Inerny Thomas K Md	All Other											
Nazarian Lawrence F Md	All Other											
Randhawa M Tariq	All Other											
Nasar A Chaudhry Physician Pllc	All Other											
Biery Daniel L Do	All Other											
Pichichero Michael Md	All Other											
Francis Anne B Md	All Other											
Sahler Carl P Md	All Other											
Scibetta Joseph J Md	All Other											
Jones Albert P Md	All Other											
Canandaigua Medical Group Pc	All Other											
Elmwood Pediatric Group	All Other											
Keuka Family Practice Assoc	All Other											
Gwen K Sterns	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Sharma Piush Md	All Other											
Dale Robert Charles Md	All Other											
Easley Robert M Jr Md	All Other											
Weiss Jerome A Md	All Other											
Davis Robert Stanley Md	All Other											
Lee Yeong H Pc Md	All Other											
Asbury Robert F Md	All Other											
Silverberg Joseph D Pc Md	All Other											
Bath Surinder Singh	All Other											
Sharma Shashi Md	All Other											
Hamilton David L Md	All Other											
Adeeb Nagui Emile Md Pc	All Other											
Dhingra Usha Md	All Other											
Poulter Colin A Md	All Other											
Cress Clarene J Md	All Other											
Brigandi Angelo R Md	All Other											
Dushay Frederick Pc Md	All Other											
Yellin Joel A Md	All Other											
Ryan Timothy J Md	All Other											
Frampton Mark W Md	All Other											
Craig William V	All Other											
Benazzi Robert B Md	All Other											
Annabel Spencer Philip Md	All Other											
Utell Mark J Md	All Other											
Fernandez Constantino Md	All Other											
Chazan David Dpm	All Other											
A C M Medical Laboratory Inc	All Other											
Robinson Earl Paul Jr Md	All Other											
Freeling Ronald Dpm	All Other											
Mayewski Raymond John Md	All Other											
Cole Robert E Md	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Betts Robert F Md	All Other											
Anthony L Jordan Health Ctr	All Other											
Wayne County Nursing Home	All Other	▼							▼			
Unity Hospital Rochester	All Other											
Geneva General Hospital	All Other											
Roessler Alan B Md	All Other											
Chemung Medical Services Pc	All Other											
Oconnell Avice Md	All Other											
Wesley Gardens Corporation Sn	All Other											
Chemung County Health Ctr Nsg	All Other											
Hainen Ronald L Md	All Other											
Arnot Ogden Medical Center	All Other											
St James Mercy Hospital	All Other											
St Josephs Hospital Elmira	All Other											
Thanik Jaimala Md	All Other											
Arnot Ogden Med Ctr Rhcf	All Other											
F F Thompson Hospital	All Other											
Romeo Dominic J Md	All Other											
Calderone Joseph Edward Md	All Other											
Dreyfuss Eric M Md	All Other											
St Johns Nursing Home Non Occ	All Other											
Seneca Cnty Community Svc Boa	All Other											
Wayne Cnty Community Srv Brd	All Other											
Steuben Cnty Comm Svcs Brd	All Other											
Rochester School Holy Child	All Other											
Mary Cariola Child Ctr Brown	All Other	▼	▼					▼				
Cayuga Cnty Dept Of Health	All Other											
Allegany County Dept Of Hlth	All Other											
Wyoming Co Health Dept	All Other											
Genesee Cnty Snf Batavia	All Other											
Genesee County Health Dept	All Other											



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Orleans County Doh Hha	All Other											
Yates County Home Health	All Other											
Wayne Comm Nursing Care	All Other											
Steuben Co Pub Hlth & Nsg Srv	All Other											
Schuyler Home Hlth Agcy Co	All Other											
Monroe County Chha	All Other											
Livingston Co Dep Hlth Hha	All Other											
Soldiers & Sailors Mem Snf	All Other											
Wayne Health Care	All Other											
Newark Manor Nursing Home	All Other											
Seneca Nursing & Rehab Ctr LI	All Other											
Elm Manor Nursing Home	All Other											
Woodside Manor Nursing Home	All Other											
St Johns Hlth Care Corporatio	All Other											
The Shore Winds	All Other											
Brightonian Inc	All Other											
Livingston County Ctr Nrs & Rehab	All Other											
Yates Bd Supv Co Phns Co	All Other											
Wayne Cty Public Hlth Service	All Other											
Steuben Board Of Superviso Co	All Other											
Ontario Bd Suprv Phns Co	All Other											
Rochester Rehabilitation Ctr	All Other											
Monroe Cnty Dept Hlth Clinic	All Other											
Tri-County Family Medicine	All Other											
Livingston Cnty Hlth Dept	All Other											
Clifton Springs Hsp Clinic	All Other											
Nicholas H Noyes Mem Hosp	All Other											
Newark-Wayne Com Hsp Inc	All Other											
Jones Memorial Hospital	All Other											
United Memorial Medical Ctr	All Other											
Monroe Community Hosp	All Other											



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Rabinowitz Ronald Md	All Other											
Ira Davenport Mem Hsp In	All Other											
Vna Of Western Ny Inc	All Other											
Visiting Nurse Assoc Central	All Other											
Medina Memorial Hospital Snf	All Other											
Wyoming County Comm Hosp Snf	All Other											
Clifton Springs Hosp & Clinic	All Other											
Medina Memorial Hospital	All Other											
Wyoming Community Hosp Co	All Other											
Monroe Community Hospital	All Other											
Blossom Health Care Center	All Other											
The Hurlbut	All Other											
De Mocker John C Md Pc	All Other											
Rochester General Hospital	All Other											
Strong Memorial Hospital	All Other											
Spring Camberly Ipson Md	All Other											
Adler Sherrie A	All Other											
Chuprun Dmitry Md	All Other											
Ladrigan Michael Andrew	All Other											
Kilbury Taylor Laurie L Do	All Other											
Cabral Paul Anthony Md	All Other											
Ahmed Azfar	All Other											
Domajenko Bastian Md	All Other											
Lanphere Heather Miller Md	All Other											
Pulcino Tiffany	All Other											
Gillespie David	All Other											
Schafer Jill	All Other											
Betstadt Sarah	All Other											
Gilmore Elaine	All Other											
Keyes Jr Michael Joseph Md	All Other											
Halliwell Kenneth	All Other											



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Angerame Mary	All Other											
Jahromi Babak S Md	All Other											
Sherman Kathleen Denise Rpa	All Other											
Amin Rutvic Markandbhai	All Other											
Manelis Joshua Brent Md	All Other											
Stutzman Claire Phillips	All Other											
Bohan James Md	All Other											
Rademacher Erin	All Other											
Westervelt Megan Md	All Other											
Pacos Jason David	All Other											
Medeiros Lori Elizabeth Md	All Other											
Moalem Jacob Md	All Other											
Pathways Inc Nhtd	All Other											
Donovan Jason Michael Rpa	All Other											
Ana Maria Stoica	All Other											
Claudia Hriesik	All Other											
Hackney David	All Other											
Orbaker Karen	All Other											
Rizvi Irfan Adib	All Other											
Mary Obear Md Pllc	All Other											
Denysenko Gregory	All Other											
Bhatt Shweta	All Other											
Hou Runhua	All Other											
Bauer Myriam Farkouth Md	All Other											
Otoole Laurie Sue	All Other											
Crystal Klumpp	All Other											
Urban League Of Rochester Inc Hcb58	All Other											
Fricke Ann Ford	All Other											
Parkway Pediatric & Adolescent	All Other											
Greater Rochester Orthopaedics Pc	All Other											
Exter Katherine S	All Other											



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Geneva General Hospital-Clinics	All Other											
Yosha Amanat Miglani	All Other											
Salman Nasir Abbasey	All Other											
Millner Abby Rose Rpa	All Other											
Merenda Marcia J Rpa	All Other											
Kathryn Violet Augustino	All Other											
Parker Richard Lee Md	All Other											
Hammes Stephen R Md	All Other											
Wittek Michael G Pa	All Other											
Eran Melissa Muto	All Other											
Quinn Susan S	All Other											
Werzinger Debra Groth Pa	All Other											
Bollineni Sunitha Md	All Other											
Deborah Ruth Pittinaro	All Other											
Traylor Michael	All Other											
Yosha Assaf	All Other											
Cleveland-Traylor Amelia Md	All Other											
Mcdonald Christina Michelle	All Other											
Holcomb Brenda M Rpa	All Other											
Crane Peter William Md	All Other											
Evans Brenda F	All Other											
Luo Pifu	All Other											
Rizvi Ghousia	All Other											
Augustine Marilyn Francis Md	All Other											
Kheyfits Valeriy Md	All Other											
Debadts Emily M Rpa	All Other											
Gellin Caren Elizabeth Md	All Other											
Schaeffer Christopher James Md	All Other											
Almy Albert Tresa L	All Other											
Flh Medical Pc	All Other											
Kim Jason Kwangyon	All Other											



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Mcmorrow Christie	All Other												
Sheils Lucy	All Other												
Fricke William	All Other												
Hatem Fadhi	All Other												
Murray Deborah	All Other												
Riedy Dawn	All Other												
Ik-Kwon Md	All Other												
Pyne Devaraj	All Other												
Dipetta Lou Ann Np	All Other												
Genett Karen Saloy Np	All Other												
Firendino Lynn Ann	All Other												
Minton Timothy John Md	All Other												
Burfield Jennifer Lee	All Other												
Dickerson Victoria Jean Md	All Other												
Jamshed Saad	All Other												
Gellasch Tara Louise	All Other												
Haynes Jeffrey Caleb	All Other												
Markowitch Jr. Walter	All Other												
Emily Grace Fanciullo	All Other												
O'Rourke Brigid Patricia Rpa	All Other												
Allison Nancy Marie Np	All Other												
Rosinski Gregory Wayne	All Other												
Berkner Jonathan P Rpa	All Other												
Thomas Sabu	All Other												
Sraddha Prativadi Md	All Other												
Marroquin Carlos E Md	All Other												
Yoon Julie Esther	All Other												
Debra Lyn Paxton	All Other												
Van Der Sloot Paul	All Other												
Oherron Timothy Michael Md	All Other												
Katsetos Antonios Damon	All Other												



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Amy Benjamin-Pratt Md	All Other												
Koenig Clint Jeremy	All Other												
Mustafa Syed Shahzad	All Other												
Coca Andreea Md	All Other												
Raville Kevin Paul	All Other												
Nicandri Katrina Fox Md	All Other												
Matteson Ashleigh Lynn	All Other												
Circe Michelle S	All Other												
Baxter Margaret White Md	All Other												
Jimena Cubillos	All Other												
Mendoza Michael Dale	All Other												
Lavender Marc Sean	All Other												
Diehl Courtenay Laryssa	All Other												
Palermo Bernadette K Rpa	All Other												
Mahajan Angela	All Other												
Hedayati Soheila	All Other												
Franklin Keith	All Other												
Matthew Christopher Miller	All Other												
Reed Kellie Lipsey	All Other												
Hoilette Leesha Kerene Md	All Other												
Santiago Michael	All Other												
Nicandri Gregg Thomas	All Other												
Silberman Sheryl Lynn	All Other												
Barshay Veniamin	All Other												
Chilungu Michael	All Other												
Michael N Gurell	All Other												
Barry Christopher Taylor	All Other												
Brown Kelly Anne Md	All Other												
Vereecke Christopher Robert	All Other												
Stephanie L Ahmed Md	All Other												
John W Gibbs Do	All Other												



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Thomas Sajeena Geevarghese	All Other											
Brecker Ryan Paul	All Other											
Jean Charles Pierre	All Other											
Beharry Meera Surujdal	All Other											
Van Heukelum Bradley	All Other											
Cicilline Michelle	All Other											
Singh Deepinder	All Other											
Marcy Cardona Mulconry	All Other											
Janmuhammad Shazia	All Other											
Stobie David Wemyss	All Other											
Smith Kristin	All Other											
Delisio John Paul	All Other											
Malomo Olutoyin Modupe	All Other											
Debnath Subodh Kumar	All Other											
Coyle Kristin	All Other											
Natalie L Ball	All Other											
Williams Zoe Rebecca	All Other											
Mack Matthew Dale	All Other											
Holland George	All Other											
Hobbs Susan	All Other											
Seguin Theresa Ann	All Other											
Porter Mary Barbara	All Other											
Acomb Monica J	All Other											
Johan G Blickman	All Other											
Ozden Nuri	All Other											
Patrick Julian Reid	All Other											
Gensini Paez Francisco Javier	All Other											
Nasta Mary E Rpa	All Other											
Bahralilom Salah	All Other											
Rosen-Carole Casey	All Other											
Sharma Ashwani	All Other											



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Usuki Kenneth Yukio	All Other											
Rubinova Rakil Do	All Other											
Subin Kenneth Paul	All Other											
Shafer Karole	All Other											
Rivero Michael Joseph Md	All Other											
Suburban Adult Services Inc Spt	All Other	▼	▼	▼		▼						
Gitzelmann Christopher Anthony	All Other											
Kerley Deborah Lynn	All Other											
Rasheed Mariam Shanza	All Other											
Kraus Rachel	All Other											
Marroquin Bridget Murphy	All Other											
Marino Lauren C	All Other											
Torres Christopher D	All Other											
Friebel Andrew Mark	All Other											
Griffith Eric Michael	All Other											
Martin Patrick W	All Other											
Lifetime Pharmacy Llc	All Other											
Bress Jonathan Wade Md	All Other											
Mansfield Sharon L	All Other											
Gutman Jason Paul Md	All Other											
Shamoon Zafar	All Other											
Strang Assunta R	All Other											
Miller Mary Louise	All Other											
Akerelrea Carla Rose	All Other											
Burroughs Kathryn A	All Other											
Mosher Nicole Marie	All Other											
Kamath Cholpady	All Other											
Amy L Alvaro	All Other											
Mcfarland Joel Eric Md	All Other											
Evergreen Family Medicine Pc	All Other											
Chennell Todd Brian	All Other											



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Paull Beth L	All Other											
Zysman Cromwell Alicia	All Other											
Podiatry Associates Of Rochester LI	All Other											
Hanzlik Stephanie Alexandra Rpa	All Other											
Nobles Lisa M Rpa	All Other											
Jennifer Coseo Md	All Other											
Mehul P Patel	All Other											
Ankur Chandra	All Other											
Rindal Kirsten Erika	All Other											
Oh Irvin Chung	All Other											
Bath Shelley Singh	All Other											
Lane Heather	All Other											
Huffman Allison Sandra Np	All Other											
Lu Michael Ya-Wei	All Other											
Hoover Kimberly C	All Other											
Mclintic Benjamin Ridge	All Other											
Radi Jennifer Lynne	All Other											
Greenberg Brian Scott	All Other											
Cooley Brenda	All Other											
Wismueller Axel	All Other											
Shelton Ryan R	All Other											
Guset Valentin Grigore Md	All Other											
Khalifa Yousuf M	All Other											
Gasparino Joseph Rudolph	All Other											
Sifain Andrew Rami	All Other											
Goodberlet Denise M	All Other											
Barczys Colette Kiddie	All Other											
Kuchma Roksolana	All Other											
Mason Susan M	All Other											
Craig Mark Stephen	All Other											
Rushville Health Center Inc	All Other											



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Speta Bradley Alan	All Other												
Stulpin Karen Ann	All Other												
Taylor Kathy A Rpa	All Other												
Singer Gregory M	All Other												
Gabel Conger Jonathan	All Other												
Shafia Ismat	All Other												
Gembusia Keith A	All Other												
Brown Stephanie	All Other												
Hsiao Victoria Chiayu	All Other												
Galka Eva	All Other												
Paz George J	All Other												
Ashley Timothy Andrews	All Other												
Yachelevich Naomi	All Other												
Gilmandyar Dzhamala	All Other												
Son Hongju	All Other												
Cao Wenqin	All Other												
Canfield Marta	All Other												
Victoria Lynn Mesko	All Other												
Barr Paul Michael	All Other												
Sharma Neelam	All Other												
Elwell Jason Scott Md	All Other												
Colucci Patricia Jean	All Other												
Macklin Tiffany Joi	All Other												
Ma Marina Kwai Shan	All Other												
Hansen Melissa Louise	All Other												
Pedulla Angelo Joseph	All Other												
Dougherty Jamie	All Other												
Parag Pramukh Patel	All Other												
Giordano Brian David	All Other												
Alag Karan Singh Md	All Other												
Bui Anh	All Other												



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Ibrahim Sherrif F	All Other											
Patricia Ann Perkowski	All Other											
Yoo Hyun Jin	All Other											
Tasaddaq Ayesha	All Other											
Van Voorhis Kathy Louise	All Other											
Collins-Mcgowan Sarah Kathleen	All Other											
Russell Holly	All Other											
Rochester General Hospital	All Other											
Rochester General Hospital	All Other											
Sillick Craig Daniel	All Other											
Flynn Kathryn B	All Other											
Ketz John Paul	All Other											
Wiegand Timothy Joseph	All Other											
Vogelsang Kimberly	All Other											
Tellier Melinda Darci	All Other											
Staicu Serban Anton	All Other											
Marston Bethany Anne	All Other											
Zang Michael Clark	All Other											
Williams Eve M Md	All Other											
Dellis James Thomas	All Other											
Hoffman Robyn L	All Other											
Kleinberg Jessica Ann	All Other											
Asif Rehan Bin	All Other											
Dhaliwal Tejwinder K	All Other											
Martinez-Capolino Cynthia	All Other											
Dent Richard	All Other											
Tompkins Christine	All Other											
Saxena Parul	All Other											
Holub David Craig	All Other											
Branton Afton Marie	All Other											
Leja Carolyn Elizabeth	All Other											



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Decarolis Heather Marie	All Other												
Trzcinski Bettina Lynd	All Other												
Rinis Anastasia	All Other												
Caffery Therese Ann	All Other												
Steinwachs Carrie J	All Other												
Maygoe Richard Sheehan	All Other												
Gallagher Ashley	All Other												
Lamb Family Medicine Pllc	All Other												
Arendt Anne Marie	All Other												
Jacobs Michael J	All Other												
Holahan Mary Elizabeth	All Other												
Christine Renee Koernig	All Other												
Stepping Stones Learning Center	All Other												
Gonzalez Ronald	All Other												
Xue Jingbing	All Other												
Kilmer Nicholas	All Other												
Repogle Robert E	All Other												
Hcr Lthhcp	All Other												
Argentieri Jennifer Ann	All Other												
Molovic-Kokovic Ana	All Other												
Erie County South East Corp V	All Other												
Fague Carol Diane	All Other												
Karam-Bayoumi Rania Ahmed	All Other												
Vancura Maureen Kay	All Other												
Weiler Lynne E	All Other												
Baker Mary	All Other												
Mckee Lori Jeanne	All Other												
Mcelhinney Carolyn Ann	All Other												
Lda Of Central Ny Inc Semp	All Other												
Benziger David Reed	All Other												
Leigh-Simms Kathleen	All Other												



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Clary Karen	All Other											
Syed Labib	All Other											
Hussain Ali	All Other											
Barr Sudipa Bhattacharya	All Other											
Vanduyne Kayleigh Breanne	All Other											
Seneca County Health Department	All Other											
Snyder Kenneth V Md	All Other											
Meyer-Gebo Lorin B	All Other											
Dushuk Galina S Np	All Other											
Avidano Andrea Lynn	All Other											
Card Tiffany Elizabeth Rpa-C	All Other											
Schellati Nicholas Joseph	All Other											
Shelly Robert	All Other											
Integrative Family Care At The Spri	All Other											
Cerami Louis Frank	All Other											
Burdick Judith Lee	All Other											
William Christina Faig	All Other											
Mejak Cassondra Marie	All Other											
Collins Mary Beth	All Other											
Virdee Medical Pllc	All Other											
King Stella O	All Other											
Wang Eugene	All Other											
Wightman Christian	All Other											
Hoefen Ryan James	All Other											
Finger Lakes Ophthalmology Pc	All Other											
Henninger Brooke S Md	All Other											
Ketchum Shauna Marie	All Other											
Parlovitz Brian Thomas	All Other											
Rosenberg Brian G	All Other											
Liberty Resources Psychology Physic	All Other											
Werth Thomas Edward	All Other											



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Carroll Ii Thomas M	All Other											
Li Sing Your	All Other											
Williford Sara Elyse	All Other											
Atalla Nashat	All Other											
Family Services Of Chemung County	All Other											
Marks Lee Malcolm	All Other											
Shade Christine Marie	All Other											
Smith Daryl I	All Other											
Emmons Jerry R	All Other											
Recovery Counseling, Llc	All Other											
Rose Jennifer	All Other											
Dominguez Maria	All Other											
Fanciullo Dustin John	All Other											
Henderson Tracey Ann	All Other											
Nelson Ryan Curtis	All Other											
Alspector Debra Anne	All Other											
Mclay Jasmine	All Other											
Slymon Michelle	All Other											
Ferrantino Andrea Noronha	All Other											
Weiss Steven	All Other											
Dawson Damien	All Other											
Butani Devang	All Other											
Barabash Polina	All Other											
Benson Craig Carlyle	All Other											
Gill Anureet Kaur	All Other											
Fernaays Matthew Michael	All Other											
Bolduc Sarah Jane	All Other											
Green Heather Lynn	All Other											
Chawla Sheema Md	All Other											
Arazi Teofilo Juan Carlos	All Other											
Hicks R Scott	All Other											



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Vargas Roberto L	All Other											
Ransom Kurt Daniel	All Other											
Eileen T Stocum	All Other											
Fears Rebecca Olexa	All Other											
Zielinski Stephanie	All Other											
Bodkin Ryan Patrick Md	All Other											
Wheeler Jennifer	All Other											
Taylor Marianne	All Other											
Kranz Pebble	All Other											
Hoefnagel Amie	All Other											
Hillard Mackenzi	All Other											
Ahmad Misbah	All Other											
Scurek Raymond	All Other											
Villarreal Armando	All Other											
Harrington Amy	All Other											
Bertoia Natalie	All Other											
Stahl Balaban Celeste	All Other											
Lyons David	All Other											
Zozzaro Smith Paula	All Other											
Seltzer Laurie	All Other											
Yamamoto Miya Md	All Other											
Ronis Sarah	All Other											
Avila Eduardo	All Other											
Fleming Fergal	All Other											
Hameed Seema	All Other											
Converse Laura Michelle	All Other											
Reidy Jill Ann	All Other											
Richard S Aguirre	All Other											
Deutchki Ian M	All Other											
Chiniwala Nivati U	All Other											
Khadilkar Rashmi	All Other											



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* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Markwick Laura Jean	All Other											
Annan Abigail A Md	All Other											
Medina Lorraine Ann	All Other											
Arc Of Orleans County Csz01	All Other	▼	▼	▼				▼			▼	▼
Carmel Megan Suzanne	All Other											
Song Celeste Arlene	All Other											
Wyoming County	All Other											
Steinmuller Nicole M	All Other											
Seligman Neil S	All Other											
Worthington Barbara L	All Other											
Morris Garret K	All Other											
Hormigo Adilia	All Other											
Thornton Kristen Leigh	All Other											
Kukreja Naveen	All Other											
Afoh-Manin Nanaefua	All Other											
Hetrick Jennifer	All Other											
Victor-Vega Cassandre S	All Other											
Ellis Jennifer	All Other											
Koh Albert Sung Jin	All Other											
Karelsky Sveta	All Other											
Sherman Andrew Christopher Lebaron	All Other											
Williams Lee Mary	All Other											
Bianca Julie Anne	All Other											
Albert Julie Susan	All Other											
Lenhardt Mary Jane	All Other											
Quatela Christine Marie Np	All Other											
Dehmler Nancy Leavitt	All Other											
Mohammadian Shahab Md	All Other											
Giglio Michael A	All Other											
Opaley Ibrahim Aliu	All Other											
Bauliah Andrew	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Petrescu Laura	All Other											
Greg Fix	All Other											
Andreitchouk Alexandre Y Md	All Other											
Nelson Berit	All Other											
William James Schaefer	All Other											
Krohn David Jon	All Other											
Lin Edward	All Other											
Mroz Melissa	All Other											
Mogili Sujatha	All Other											
Western New York Medical Practice P	All Other											
Shin Jae Hyun Md	All Other											
Sarah A Gamel Rpa-C	All Other											
Hatzoudis Georgios	All Other											
Ross Jenny Ellen	All Other											
Huynh Thucdoan	All Other											
Jackson Susan Elaine	All Other											
Suzanne Wright Tamera S	All Other											
Peyre Christian G	All Other											
Paulis Richard Albert	All Other											
Dhaliwal Jaspreet K	All Other											
Esterly Carolyn Song	All Other											
Nicola Refky	All Other											
Li Ning	All Other											
Shemmeri Nida Md	All Other											
Lim Joanne Uy	All Other											
Lifetime Assistance Hcbs27	All Other											
Tejani Mohamedtaki A	All Other											
Smeenk Kevin Md	All Other											
Steinkohl Loretta Jean	All Other											
Pasternack Julie Rebecca	All Other											
Wendell Linda Carol	All Other											



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Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Harcleroad Tammy	All Other												
Dean William	All Other												
Antonova Valentina Michelle	All Other												
Tatar Jeffrey C	All Other												
Elcor Nursing & Rehab Ctr	All Other												
Murphy Melanie B	All Other												
United Memorial Medical Center-Unit	All Other												
Arnot Medical Services Pllc	All Other												
Chaturvedi Abhishek Md	All Other												
Angela Kay Drake	All Other												
Greenleaf Megan I	All Other												
Wang Yafei Md	All Other												
Berchou Kelly D	All Other												
Jessica Lynne Martin	All Other												
Dabydeen Donnette A	All Other												
Chaturvedi Apeksha	All Other												
Rebekah Marie Loveless	All Other												
Sassone Jane F	All Other												
Aldrich Meghan W	All Other												
Partners In Internal Medicine	All Other												
Lightner Kevin Andrew	All Other												
Kreso Melissa Ann	All Other												
Dunne Richard Francis	All Other												
Arc Of Orleans County Csz03	All Other												
Dunshie Bailee Dobner Rpa-C	All Other												
Santelli Jeanine	All Other												
Work Dana	All Other												
Bielawski Rebecca	All Other												
Krebs Marcia L	All Other												
Bingham Karilee	All Other												
Fien Douglas	All Other												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Cook P	All Other											
Biggs Hollis A	All Other											
Sanger Elizabeth Anne	All Other											
Bernardi Michelle C	All Other											
Sood Lonika	All Other											
Brown Christopher Alan	All Other											
Fitzgerald Lisa M	All Other											
Mclanahan Andrew Gregg	All Other											
Adjei Paul Carl	All Other											
Fedarau Maksim A	All Other											
Newman Benjamin Eric	All Other											
Hough David Kurt	All Other											
Klein Christian S	All Other											
Abbasi Asim Ahmed	All Other											
Nelson Sasha Naariza	All Other											
Southerland Hilary Ann	All Other											
Rotoli Jason Michael	All Other											
Lincoln Lisa Renee	All Other											
Ghazi Ahmed Ezzat	All Other											
Casulo Carla	All Other											
Wyckowski Thomas	All Other											
Imler Erin Lynne	All Other											
Ostrovsky Benjamin	All Other											
Gray Lisa M	All Other											
Johnpulle Romany Anne Nilanthi	All Other											
Mangla Rajiv	All Other											
Vitek Wendy	All Other											
Dhakar Sugosh	All Other											
Sosniyenko Serhiy	All Other											
Borus Zachary Andrew	All Other											
Aburjania Nana	All Other											



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Participating in Projects												
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Ortwein Michelle L	All Other											
Klein Sarah B	All Other											
Lochland School Inc Rsp	All Other											
Alcantara Contreras Jose Angel	All Other											
Mroz Peter Alexander	All Other											
Gloff Marjorie S	All Other											
Brady Sean Patrick	All Other											
Bossert Ronald Patrick	All Other											
Tzimas Konstantine Nickolas	All Other											
Perkowski Kristy	All Other											
Levinson Lisa Shane	All Other											
Paul Jennifer Helen	All Other											
Nutt Robert Cresson	All Other											
Matzek Jill C	All Other											
Findeis-Hosey Jennifer	All Other											
Vine Jamie Lynn	All Other											
Carrillo Jorge	All Other											
Hammond Benjamin	All Other											
Sbenghe Maria Magdalena	All Other											
Laing Audra Ann	All Other											
Wayman Kristin L	All Other											
Rahgoshay Sorour	All Other											
Siew Isaac	All Other											
Laplant Ben Louis	All Other											
Jerome-Roberts Jennifer	All Other											
Gonzalez Mithra Osiris	All Other											
Farkas Rachel Leah	All Other											
Dicesare Emily Smith	All Other											
Tischer Kalin Alisa	All Other											
L Woerner Inc	All Other	✓	✓	✓	✓	✓						✓
Cartwright Virginia F	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Nussbaum Yehuda L	All Other											
Rozak Brunson Valerie	All Other											
Wiechmann Carrie Ann	All Other											
Mital Jennifer E Np	All Other											
Fitzgerald Megan W	All Other											
Brandt Kristen Sonnevile	All Other											
Kottukapally Nobin Jos	All Other											
Coleman Jennifer Lynne	All Other											
Brody Davya	All Other											
Banker Jericho Barcomb	All Other											
O'Connor Daniel Turpin	All Other											
Huber Anne Louise	All Other											
Taggart Christophe	All Other											
Ginnetti John	All Other											
Dearing F'Tyna M	All Other											
Wania Kathleen	All Other											
Martinez Carlos Gabriel	All Other											
Corbett-Horrocks Anne	All Other											
Grisales Diego	All Other											
Smith Tonya	All Other											
Jenkins Chrystal Dawn	All Other											
Seneca Cayuga Counties Chapter Nysa	All Other	✓				✓	✓	✓				
Osborn Elizabeth Ruth	All Other											
Lomaglio Regina Marie	All Other											
Mesfin Addisu	All Other											
Bhagavath Balasubramanian	All Other											
Tomlinson Tracy Miller	All Other											
Mucci Beth Ann	All Other											
Enecilla Mignon Avendano	All Other											
Mahoney Erin J	All Other											
Areeckal Susan Varghese	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Elliott Elisa Jeanelle	All Other											
Kothari Shivangi Truptesh	All Other											
Husband Richard Thomas	All Other											
Alam Muna T	All Other											
Wittman Susan Jean	All Other											
Mariani Jennifer A	All Other											
Nelson-Twakor Onajefe	All Other											
Hom Stacy	All Other											
Zucchiatti Andrea	All Other											
Velastegui De Navarrete Zoila	All Other											
Monna Jennifer Lynn	All Other											
Grinnell-Merrick Linda L	All Other											
Monje Hope J	All Other											
Gorenflo Allison M	All Other											
Cheruvu Praveena	All Other											
Moffatt Casia Joyce	All Other											
Garcia-Ruderman Caterine Liset	All Other											
Guancial Elizabeth Ann	All Other											
Noronha Gary J	All Other											
Prokop Christina Marie	All Other											
Guo Zhong	All Other											
Celso Jennifer Lynn	All Other											
People Inc Csz38	All Other	▼	▼	▼		▼						
Pirmohamed Sabera	All Other											
Talton Yvette Briana	All Other											
Greater Rochester Breast Surgery	All Other											
Mihalyov Aimee C	All Other											
Schueckler John Theodore Iv	All Other											
Lerner Laurie Beth	All Other											
Tirabassi Caitlan Alison	All Other											
Mark A Klier Md	All Other	▼										



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St Johns Penfield Homes Corporation	All Other											
Oconnor Timothy Patrick	All Other											
Capellan Jahaira C	All Other											
Fairport Pediatrics Llp	All Other											
Scott Jessica Ryan	All Other											
Frese Jennifer Marie	All Other											
Steuben Podiatry Associates Llp	All Other											
Zwart Joshua Michael	All Other											
Sadeghi Rokhsanna	All Other											
Rajamanickam Sendhan Amudhan	All Other											
Tran Nobuyuki-Hai Thanh	All Other											
Kim Johnstone M	All Other											
Radunsky Galina Semenovna	All Other											
Wojtovich Rachael	All Other											
Downing Lisa Jean	All Other											
Konwinski Joseph Clement	All Other											
Juergens Patricia A	All Other											
Limbeck Annette P	All Other											
Shifflet Danielle Rae	All Other											
Michaelides Joy Katherine Knopf	All Other											
Kiehl Gretchen	All Other											
Bacak Stephen John	All Other											
Bylund Kevin Charles	All Other											
Paivanas Nicholas Andrew	All Other											
Vornovitsky Michael	All Other											
Leibovici Monica	All Other											
Davis Wayne E	All Other											
Ray Anita	All Other											
Juersivich Adam Paul	All Other											
Patel Parul	All Other											
Mary Cariola Ctr Day/Ch	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Shiple David A	All Other											
Kroch Daniel A	All Other											
His Branches Inc	All Other											
Muxworthy Heather	All Other											
Ross Sandra Vader	All Other											
Schiralli Matthew P	All Other											
Oneill Margaret A	All Other											
Lycett Elizabeth Sara	All Other											
Depaul Comm Svcs Smp	All Other											
Flaherty Allison L	All Other											
Miranpuri Amrendra Singh	All Other											
Hopkins Tina	All Other											
Akwaa Frank	All Other											
Ferri Sara	All Other											
Tibbens-Scalzo Jennifer Lynn	All Other											
Wittlieb-Weber Carol	All Other											
Caccamise Miranda Kay	All Other											
Wolcott Katherine E	All Other											
Lineman Erin	All Other											
Privitera Danielle Harmon	All Other											
Frey Sean M Md	All Other											
Abbasi Meredith K	All Other											
Lindroos Chad	All Other											
Carmody Soni Emily	All Other											
Chodos Ari	All Other											
Caballero Tania Maria	All Other											
Hall Jeffrey	All Other											
Giannelli Frank Richard Iii	All Other											
Day Brian Dewayne	All Other											
Wunsch Jenna Stephanie	All Other											
Park Ridge Nursing Home Inc	All Other											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Birbeck Gretchen L	All Other												
Ye Jiqing	All Other												
Saber Suzan	All Other												
Ta Maureen C	All Other												
Loomis Elizabeth Lynne	All Other												
Carter Danielle Marie	All Other												
Ong Raissa Madeleine Tong	All Other												
Daly Rachael H	All Other												
Kovach Jean M	All Other												
Jackson Briani Kiseana	All Other												
Rose Jennifer	All Other												
Johnson Randi Lee	All Other												
Krishnamoorthy Vijay Kumar	All Other												
Ayyad Rania Raouf	All Other												
Soles Gillian Ls	All Other												
Miglani Aekta Andrea	All Other												
Morales Velez Maria	All Other												
Al-Waili Noori Siraj Dawood	All Other												
Teng Brian Pai-Huan	All Other												
Sussman Katie Goonan	All Other												
Speares Jessica Marie	All Other												
Ferguson Ryan J	All Other												
Turner Kincade	All Other												
Parks Lorinda Faye	All Other												
Van Amerongen Alexander	All Other												
Sassano Jennifer L	All Other												
Briceland Kevin J	All Other												
Dudhia Shivani Mahendrabhai	All Other												
Wise Allyson Christine	All Other												
Donofrio Joseph P	All Other												
Koltz Brooke	All Other												



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Lipetskaia Lioudmila	All Other											
Koushik Geetha	All Other											
Khanna Vinit	All Other											
Prativadi Narasimhachar Govindaraja	All Other											
Vinocur Jeffrey M Md	All Other											
Reed Daniel P	All Other											
Slova Denisa	All Other											
Stoner Michael Clinton	All Other											
Wilson Lekeyah Nicole	All Other											
Stringer Jenney A	All Other											
Shastry Shubha	All Other											
Shives Eric Russell	All Other											
Magnuson Laura Karon	All Other											
Fitzsimmons Coveney Beth	All Other											
Rodriguez Beltran Mayra	All Other											
Ludwig Kate Elizabeth	All Other											
Dinapoli Darlene Elizabeth	All Other											
Froula Lynette Marie	All Other											
Rowe Amy Sue	All Other											
Campbell Thomas	All Other											
Obi Thecla	All Other											
Resseguie Marianne Elizabeth	All Other											
Chapman Roger Joseph	All Other											
Peishel Lyndsay K	All Other											
Fagan Shani	All Other											
Borglum Lindsay	All Other											
Anderson Carrie A	All Other											
Fink Laura Anne	All Other											
Green Nancy Marie	All Other											
Potchen Michael	All Other											
Charles Loretta Bernice	All Other											



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Brandt-Griffith Brianne Marie	All Other											
Munoz Liz Pamela	All Other											
Community Care Of Rochester	All Other											
Mathis Kenneth E	All Other											
Khaitin Yelena	All Other											
Day Daniel David	All Other											
Dillenbeck Brian Darrell	All Other											
Breton James Wilfred	All Other											
Lissow Meghan E	All Other											
Kleehammer Daniel G	All Other											
Flynn Rebecca A	All Other											
Farrell Kaylee M	All Other											
Huther Health Clinic	All Other											
Meyer Jason Andrew	All Other											
Jackson Christy Nicole	All Other											
Beatty Erin Colleen	All Other											
Nasir Asad	All Other											
Cordisco Maria	All Other											
Royko Kristi	All Other											
Gonzalez Pedro Juan	All Other											
Sagola Kayleen N	All Other											
Haupt Camille	All Other											
Hayek Joseph Pierre	All Other											
Freeman Amber L	All Other											
Kalia Hemant	All Other											
Ryan Elizabeth Bogel	All Other											
Bischoping Paul Joseph	All Other											
Shaikh Huma	All Other											
Smiley-Delahanty Vernice	All Other											
Lickers Christopher Zachary Rpa-C	All Other											
Ottmann Shane Erik	All Other											



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Mcintosh Kenya P	All Other											
Portland Pediatric Group	All Other											
St Clair Angela May	All Other											
Banda Jennifer A	All Other											
Yanklowski Jennifer M	All Other											
Bettcher Pamela Jean	All Other											
Liu Dating	All Other											
Batavia Health Care Center Llc	All Other											
Mueller Amy K	All Other											
Rice Linda Mary	All Other											
Wang Xiaofei	All Other											
Lakhani Mayur Jivrajbhai	All Other											
Pate Jessica	All Other											
Sharp Elisabete	All Other											
Ellicott Emilie	All Other											
Arora Pallavi Rajiv	All Other											
Meghan F Single Md	All Other											
Osborne Christine Marie	All Other											
Gigliotti Benjamin Joseph	All Other											
Malik Hanan	All Other											
Williams Tennisha Ethel	All Other											
Petruso Anthony Paul	All Other											
Gupta Nisha	All Other											
Doyle Adam Joseph G	All Other											
Wickramarathne Avanthika Thanushi	All Other											
Hooker Staci Michele	All Other											
Ojo Amole Oloyede	All Other											
Kothari Truptesh H	All Other											
Lewandowski Christine Ann	All Other											
Holderbaum-Dober Barbara L	All Other											
Attica Family Medicine Pllc	All Other											



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Sigdel Shashi	All Other											
Dennis Carly Gellen	All Other											
Walsh Colleen M	All Other											
Doyle Paula	All Other											
Cummins Matthew	All Other											
Perrin Melissa	All Other											
Malnoske Michelle	All Other											
Valencia Hugo	All Other											
Khanna Neeru	All Other											
Montgomery Christophe	All Other											
Reyes Raquel	All Other											
Manuylova Ekaterina	All Other											
Glocker Roan	All Other											
Kareem Amjad	All Other											
Powers Julian	All Other											
Miedlich Susanne Ursula	All Other											
Vilasagar Smitha	All Other											
Zimmer Gregory	All Other											
Ressler Kimberly Ann	All Other											
Felix Nancy A	All Other											
Yankey Rachel Diane	All Other											
Imiolek Piotr Zbigniew	All Other											
Salib Timothy Bochra	All Other											
Raudenbush Elenee Mp	All Other											
Mohammed Akram	All Other											
Schulz Steven Andrew	All Other											
Jones Medical Services Pc	All Other											
Schamel Shannon Shea	All Other											
Upham Robbyn O'Connor	All Other											
Mahmoud Mohamad	All Other											
Paivanas Brittany	All Other											



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Moon Amanda	All Other											
Moore Jillian	All Other											
Simoneaux Yukiko	All Other											
Patel Surag	All Other											
Lavender Rebecca	All Other											
Aloisio Nicholas	All Other											
Jones Marybeth Rose	All Other											
Dolohanty Lindsey	All Other											
Legros Caitlin	All Other											
Quwatli Waleed	All Other											
Boerman Jamie Michelle	All Other											
Becks Pamela Leach	All Other											
Tilala Niral H	All Other											
Spaulding Julana Michelle	All Other											
Turner Matthew Shane	All Other											
Yamahata Ashley N	All Other											
Oconnor Brendan C	All Other											
Eisenberg Katherine Wright	All Other											
Toly-Hughes Beth O	All Other											
Guadalupe Dominique Ann	All Other											
Radwan Hussien Abdelmohse	All Other											
Shah Ummara	All Other											
Supple Nichole	All Other											
Gemayel Kimberly	All Other											
Potter Amy	All Other											
Rizvi Raba	All Other											
Vidula Himabindu	All Other											
Wilkinson Erin Marie	All Other											
Calvaruso Anne F Np	All Other											
Jamil Hassan	All Other											
Alkassm Ammar Zaher	All Other											



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Uzor Robert Bellarmine Uwandu	All Other											
Glover Kristen Jean	All Other											
Shayevitz Jay Robert Md	All Other											
Price Jessica E	All Other											
Gregg Thomas Robert	All Other											
Bentley Daniel Edwin	All Other											
Cai Hui	All Other											
Leonard Melissa	All Other											
Fitzgerald Ashley D	All Other											
Chao Amy	All Other											
Oppedisano Audrey E	All Other											
English Road Pediatrics And Adolesc	All Other											
Fellows Michalena Lucile Wallber	All Other											
Tomlinson Anna P	All Other											
Lehoux Juan M	All Other											
Whaley Natalie Sue	All Other											
Pointon Tracy Lynne	All Other											
Pederzolli Andrew	All Other											
Carter Stephanie Janice	All Other											
Ross Shawn	All Other											
Gabriel Joseph M	All Other											
Smithson Bryce Corey	All Other											
Balmer-Swain Mallory Anne	All Other											
Abtahian Farhad	All Other											
Gee Alexis L	All Other											
Wickett John Andrew	All Other											
Morrison Jaclyn Erin	All Other											
Clark Katelynn A	All Other											
Dapul Geraldine P	All Other											
Beckham Carla Jolene	All Other											
Burhans Kristen	All Other											



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Stanton Michael	All Other											
Thompson Carrillo Emily	All Other											
Khan Muhammad Usman	All Other											
Martin Amanda Kimberly	All Other											
Ahmed Sara	All Other											
Bellassai Krista Marie	All Other											
Pettit Mark Alexander	All Other											
Godshalk Kathryn Maureen	All Other											
Lasaponara Megan	All Other											
Lavanga Jennifer	All Other											
Ibrahim Marwa Ieliya	All Other											
Noble Frances C	All Other											
Kass-Hout Tareq	All Other											
Gonzalez Suarez Claudia M	All Other											
Fazili Anees A	All Other											
Oakfield Family Medical Care Pllc	All Other											
Irondequoit Pediatrics Pllc	All Other											
Rrhs - Independent Living For Seniors, Inc. Dba Elderone, An Affiliate Of Rochester General Health System	Uncategorized											
Genesee County Batavia, Ny	Uncategorized											
Community Action Of Orleans And Genesee, Inc (Cats)	Uncategorized											
Lifetime Assistance Inc	Uncategorized											
Lifetime Assistance Inc Hcbs	Uncategorized											
Orleans County Chapter	Uncategorized											
Genesee Arc	Uncategorized											
Lifetime Assistance Inc Hcbs 4	Uncategorized											
Lifetime Assistance Inc Hcbs 7	Uncategorized											
Lifetime Assitance Inc Hcbs 8	Uncategorized											
Lifetime Assis Inc Hcbs 10	Uncategorized											
Lifetime Assis Inc Hcbs 11	Uncategorized											
Lifetime Assis Inc Hcbs 12	Uncategorized											
Lifetime Assis Inc Hcbs 13	Uncategorized											



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Lifetime Assis Inc Hcbs 14	Uncategorized											
Lifetime Assis Inc Hcbs 15	Uncategorized											
Lifetime Assistance Inc Hcbs 16	Uncategorized											
Lifetime Assist Inc Hcbs 19	Uncategorized											
Lifetime Assistance Hcbs 21	Uncategorized											
Lifetime Assist Inc Hcbs 20	Uncategorized											
Lifetime Assistance Hcbs 23	Uncategorized											
Lifetime Assistance Hcbs 25	Uncategorized											
Lifetime Assistance Hcbs 26	Uncategorized											
Finger Lakes Parent Network Ocsf	Uncategorized											
The House Of The Good Shepherd Bridges To Health	Uncategorized											
Ibero American Action League	Uncategorized	✓		✓	✓	✓					✓	✓
First Transit, Inc	Uncategorized											
Person Centered Housing Options Inc.	Uncategorized											
Doronila Pa, Denise	Uncategorized											
Rrhs - Gananda Family Practice	Uncategorized											
Genesee Region Home Care Of Ontario County, Inc. Dba Home Care Plus	Uncategorized											
Kueppers, Julie Np	Uncategorized											
Worden, Robert Crna	Uncategorized											
Allegany/Western Steuben Rural Health Network, Inc.	Uncategorized	✓		✓		✓	✓					
Aquina Christopher	Uncategorized											
Center For Remote Medical Management	Uncategorized											
Fudge, Julie Md	Uncategorized											
Fedullo, Anthony	Uncategorized											
Wagner, Aureen Phd	Uncategorized											
Beal, Timothy Md	Uncategorized											
Friedman, Deborah Md	Uncategorized											
Haight,Laurie	Uncategorized											
Rrhs -Unity Adc Services At St. Bernards	Uncategorized											
Streicher Do, Vanessa	Uncategorized											
Johnson, Cheryl Crna	Uncategorized											



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Rozel, John Md	Uncategorized											
Henrietta Volunteer Ambulance	Uncategorized											
Beall, Laurie Np	Uncategorized											
Hornell Ambulance	Uncategorized											
Yee, Branden Md	Uncategorized											
Rrhs - Unity At Home - Homecare	Uncategorized											
The Community Place Of Greater Rochester Inc.	Uncategorized	✓				✓						✓
Gerould'S Healthcare Center	Uncategorized											
Pielnik Patricia A.	Uncategorized											
Carnevale, Lynn Np	Uncategorized											
Modrak Crna, Geneva	Uncategorized											
Pittsford Central School District	Uncategorized											
Genesee County Treasurer	Uncategorized											
Schmidt Amy Dr.	Uncategorized											
Bryant, Sabrina Np	Uncategorized											
Epilepsy-Pralid,Inc.	Uncategorized											
The New Falls Home	Uncategorized											
Johnston, Kimberley	Uncategorized											
Xu, Lac Bruce	Uncategorized											
Home & Health Care Services, Inc.	Uncategorized	✓		✓								
Kemp Pa, Brittany R	Uncategorized											
Toth, Cindy	Uncategorized											
Popma Joellen	Uncategorized											
Ohara Pa, Daniel	Uncategorized											
Babcock, Cindy Crna	Uncategorized											
Kling Carmela	Uncategorized											
Le Trang	Uncategorized											
Zamiara, John	Uncategorized											
Tamara Kieran, Crna	Uncategorized											
Bailey Julie	Uncategorized											
Dehaven, Kenneth Md	Uncategorized											



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Linda Himmel, Np	Uncategorized												
Baker Victory Services	Uncategorized												
Renate Porsche	Uncategorized												
Step By Step Physical Therapy	Uncategorized												
Sharp Crna, Brent	Uncategorized												
Cox Nicole	Uncategorized												
Pratt Phd, Desmond	Uncategorized												
Tri-County Family Medicine, Inc	Uncategorized												
Barbara Branch	Uncategorized												
His Branches Health Services - Grace Family Medicine	Uncategorized	▼	▼	▼		▼	▼					▼	
Locicero Patricia	Uncategorized												
Neary Crna, Kevin	Uncategorized												
Lippe Md, Michael	Uncategorized												
Hall Md, Caroline	Uncategorized												
Kinback Md, Rita	Uncategorized												
Urban League Of Rochester, N.Y., Inc.	Uncategorized												
Manser Np, Katherine	Uncategorized												
All About You Home Care, Inc	Uncategorized												
Turner Bradley Mr.	Uncategorized												
Herold Danielle	Uncategorized												
Rochester Medical Transportation	Uncategorized												
Hilton East Assisted Living	Uncategorized												
Smith Bethany	Uncategorized												
Cox Crna, Amy	Uncategorized												
Lamontagne Md, Kristin	Uncategorized												
Ali Md, Tofik	Uncategorized												
Lifespan Of Greater Rochester, Inc.	Uncategorized	▼		▼		▼						▼	
Pietraszewski Np, Julie	Uncategorized												
Dilone Sergio	Uncategorized												
Wilson Md, Karen	Uncategorized												
Carl Leah	Uncategorized												



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Nas Sediqi	Uncategorized											
Larson Md, Lizabeth	Uncategorized											
Patel Vinyas Mrs.	Uncategorized											
Greves Md, Cole	Uncategorized											
Sodus Town Ambulance Corps	Uncategorized											
Smith Md, Michael	Uncategorized											
Allerton Md, Jeffrey	Uncategorized											
Tri-County Family Medicine, Inc	Uncategorized											
Rainbow Medical Home Pediatrics	Uncategorized											
Michael Divito	Uncategorized											
D'Aurelio Caitlin	Uncategorized											
Medical Solutions Inc	Uncategorized	▼		▼	▼	▼						
Compeer Rochester, Inc.	Uncategorized	▼										
Zwetsch Pnp, Lauren	Uncategorized											
Cornell Ann	Uncategorized											
Yang Do, Yvonne	Uncategorized											
Smith Crna, Cynthia	Uncategorized											
Jackiw Dana Mrs.	Uncategorized											
Rotondo Michael Dr.	Uncategorized											
Gipson Md, Teresa	Uncategorized											
Drewcates Np, Jessie	Uncategorized											
Cooney Md, Thomas	Uncategorized											
Lab Md, Andrology	Uncategorized											
Clinical Associates Of The Southern Tier (Arnot Health)	Uncategorized											
Palmeri Crna, John	Uncategorized											
Roxanne Lowenguth	Uncategorized											
Corsetti James Dr.	Uncategorized											
Katzman Philip Dr.	Uncategorized											
Rrhs - Independent Living For Seniors, Inc. Dba Elderone, An Affiliate Of Rochester General Health System	Uncategorized											
Gracious Md, Barbara	Uncategorized											
Cesarz Md, Thomas	Uncategorized											



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Victor Internal Medicine & Pediatrics,P.C.	Uncategorized											
Schuyler County	Uncategorized											
Wyoming County Mental Health	Uncategorized	▼			▼	▼	▼	▼			▼	
White James Dr.	Uncategorized											
Zambelli Constance	Uncategorized											
Huether Crna, Mary	Uncategorized											
Tri-County Family Medicine, Inc	Uncategorized											
Wayne County Department Of Aging And Youth	Uncategorized											
Rappa Danielle	Uncategorized											
Penfield Volunteer Ambulance	Uncategorized											
Rekkerth Np, Donna	Uncategorized											
Matrianolim Md, Charles	Uncategorized											
Jones Crna, Julie	Uncategorized											
Sarah Mensah Pa-C	Uncategorized											
Kelly Murray-Polcyn	Uncategorized											
Ibach Md, Kevin	Uncategorized											
Kramer Bonnie	Uncategorized											
Autism Council Of Rochester, Inc.	Uncategorized	▼										
Kaufmann Dagmar Dr.	Uncategorized											
Canandaigua Emergency Squad	Uncategorized	▼	▼	▼								
Leslie Smith, Crna	Uncategorized											
Ureles Md, Alvin	Uncategorized											
Finger Lakes Ambulance	Uncategorized	▼	▼									
Shoulson Md, Ira	Uncategorized											
Weeks Charlene	Uncategorized											
Wayne Behavioral Health Network	Uncategorized	▼						▼			▼	
Simons Md, Reed	Uncategorized											
Kennedy, Yathona	Uncategorized											
Panner Bernard	Uncategorized											
Schwartz Allan Dr.	Uncategorized											
Kooros Md, Koorosh	Uncategorized											



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Rural/Metro Medical Services	Uncategorized											
Blossom View Nursing Home	Uncategorized											
Physical Medical Rehabilitation	Uncategorized											
Chang, Daniel	Uncategorized											
Gamble Phd, Stephanie	Uncategorized											
Unity Health System	Uncategorized											
Clifton Springs Hospital & Clinic	Uncategorized											
Nigam Md, Vinod	Uncategorized											
Weeks Md, Jonathan	Uncategorized											
Healy Laura	Uncategorized											
Gallegos Greenwich Autumn Dr.	Uncategorized											
Blossom Road Medicine Pllc	Uncategorized	▼	▼	▼		▼						
Yates County Public Health / Board Of Supervisors	Uncategorized											
Berry Np, Cecilia	Uncategorized											
Buhay Md, Sarah	Uncategorized											
Galey, Kelly	Uncategorized											
Wayne Behavioral Health Network	Uncategorized											
Capitol Medical Solutions Ny, Llc	Uncategorized											
Simon, Kristen	Uncategorized											
Rochester Colon-Rectal Surgeons, P.C.	Uncategorized											
Rabkin Md, Yekaterina	Uncategorized											
Speice Phd, Jenny	Uncategorized											
Clinical Assoc Of The So Tier Practising Lic Clin Soc Wk Pllc	Uncategorized											
Khorana Np, Melissa	Uncategorized											
Fong Md, Michael	Uncategorized											
Trautman, Robert	Uncategorized											
Rrhs - Park Ridge Apothecary Inc - Greece	Uncategorized											
Ywca Of Rochester And Monroe County	Uncategorized	▼									▼	
Family Counseling Services Of Finger Lakes	Uncategorized	▼		▼					▼		▼	
Wager Phd, John	Uncategorized											
Blumberg Neil Dr.	Uncategorized											



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Benjamin, Catherine Pa	Uncategorized												
Rrhs - Independent Living Of Genesee Region	Uncategorized												
Wilson Aimee	Uncategorized												
Bedford Crna, Colleen	Uncategorized												
Finger Lakes Service, Inc; Lundy Services	Uncategorized												
Glove House, Inc.	Uncategorized												
Mitchell Md, Derek	Uncategorized												
Bonhote Np, Karen	Uncategorized												
Cole , Phebe	Uncategorized												
Ff Thompson Hospital	Uncategorized												
Droz Md, Jennifer	Uncategorized												
Brown Crna, Margaret	Uncategorized												
Nicholas H. Noyes Memorial Hospital	Uncategorized												
Diane O'Shaughnessy Crna	Uncategorized												
Willson Kelly	Uncategorized												
Laplaca Crna, Andrew	Uncategorized												
Austin Physical Therapy	Uncategorized												
Yates County Public Health / Board Of Supervisors	Uncategorized												
Sonkiss Joshua J	Uncategorized												
Rochester General Hospital-Lab	Uncategorized												
Capabilities Inc Smp	Uncategorized	▼									▼		
Michael Kim	Uncategorized												
Perry Pa,David	Uncategorized												
Cross Phd, Wendi	Uncategorized												
Michelle Anderson	Uncategorized												
Roth Lindsay	Uncategorized												
Scott Md, Glynis	Uncategorized												
Hatlestad Crna, Charles	Uncategorized												
Cahill Brigid Dr.	Uncategorized												
Tia Derosa	Uncategorized												
Anstadt, George	Uncategorized												



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Holy Childhood	Uncategorized												
Kanel Jason Dr.	Uncategorized												
Burton Richard	Uncategorized												
Burgin, William Md	Uncategorized												
Raizada, Varuna Mbbs	Uncategorized												
Wurz, Jennifer Pa	Uncategorized												
Matera Sarah	Uncategorized												
Linehan Amy	Uncategorized												
Cds Monarch	Uncategorized	▼	▼	▼	▼	▼	▼	▼				▼	
Brar, Pardeep Mbbs	Uncategorized												
Westfall Associates, Inc	Uncategorized												
Guffey, Beth Crna	Uncategorized												
Samuelsson, Melissa Md	Uncategorized												
Halligan Patricia M	Uncategorized												
Epilepsy-Pralid, Inc.	Uncategorized	▼	▼	▼								▼	
Em Ler, N I Cole Ly N N	Uncategorized												
Ff Thompson Health	Uncategorized												
Oak Orchard Community Health Center, Inc.	Uncategorized												
Smith Phd, Tristram	Uncategorized												
Burke Crna, Julie	Uncategorized												
Twelve Corners Pediatrics	Uncategorized												
Irondequoit Pediatrics	Uncategorized	▼											
Vida Od, Ryan	Uncategorized												
Elcor Health Service	Uncategorized												
Sunrise Pediatrics	Uncategorized												
Hibbard Np, Karen	Uncategorized												
Valvo Pa, Samantha P	Uncategorized												
Summa Stephanie	Uncategorized												
Person Centered Services Of Western New York	Uncategorized												
Rechtine Md, Glenn	Uncategorized												
Wayne County	Uncategorized												



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Centers Health Care Ontario County	Uncategorized											
Strong Home Care Group - Finger Lakes Home Care	Uncategorized											
Sabol Crna, Suzanne	Uncategorized											
Crow, Timothy Pa	Uncategorized											
Kirchoff, Mary	Uncategorized											
Seneca County Health Department	Uncategorized	▼			▼					▼		
Goltermann Crna, Kurtis	Uncategorized											
Park Md, Thomas	Uncategorized											
Erway Ambulance Service Inc	Uncategorized											
Ellison Sara Ms.	Uncategorized											
Venture Forthe	Uncategorized	▼		▼		▼						▼
Gawinski Phd, Barbara	Uncategorized											
Berkeljon Arjan Dr.	Uncategorized											
Alavi Do, Amir	Uncategorized											
Penfield Pediatrics	Uncategorized	▼										
Joseph Khouri	Uncategorized											
Rich Janet	Uncategorized											
Lorraine Slomovic, Crna	Uncategorized											
American Homepatient Of New York, Inc.	Uncategorized											
Providence Service Corporation	Uncategorized											
Freeman Pa, Ford	Uncategorized											
Faro Np, Beverly	Uncategorized											
Rutledge Crna, Michael	Uncategorized											
Emstar (Emergency Medical Services, Training, Administration & Resources)	Uncategorized											
Greater Rochester Internal Medicine	Uncategorized											
Gullapalli Md, Vamsi	Uncategorized											
Botier Jonathan	Uncategorized											
Compeer, Inc.	Uncategorized	▼										
Arnot Ira Davenport Memorial Hospital	Uncategorized											
Berk Md, Bradford	Uncategorized											
Robinson Kevin E.	Uncategorized											



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Murray-Polcyn Kelly Mrs.	Uncategorized											
Lyaski Brenda	Uncategorized											
Sorensen Dds, Mark	Uncategorized											
Fairbanks Md, Rollin	Uncategorized											
Yeaney Gabrielle Dr.	Uncategorized											
Stepping Stones (See Stepping Stones Learning Center)	Uncategorized	▼										
Health Reach Plus	Uncategorized	▼	▼	▼		▼	▼				▼	
Bhuvanewaran Chaya G	Uncategorized											
Depaul Adult Care Communities, Inc. - Woodcrest Alp	Uncategorized											
Dennstedt Crna, Laurie	Uncategorized											
Duberstein Paul	Uncategorized											
Pomerantz Md, Richard	Uncategorized											
Honsinger Md, Charles	Uncategorized											
Kirkley Scott Dr.	Uncategorized											
Harausz Md, Elizabeth	Uncategorized											
Hanna Crna, Margaret	Uncategorized											
Holtz Renee	Uncategorized											
Cortese Nicole	Uncategorized											
Perinton Volunteer Ambulance	Uncategorized											
Andrus Md, Carl	Uncategorized											
Medical Motor Service Of Rochester And Monroe County, Inc.	Uncategorized											
Antonetti Md, Illena	Uncategorized											
Manzek (Stewart), Kristen	Uncategorized											
Zimmerman Md, Barry	Uncategorized											
Clark Crna, John	Uncategorized											
Albright, Amanda	Uncategorized											
Castro Sara	Uncategorized											
Hyde Md, Richard	Uncategorized											
Velarde Md, Gladys	Uncategorized											
Innovative Services, Inc., D/B/A Upstate Homecare - Corporate/Clinton Branch Location	Uncategorized											
Thomson Md, John	Uncategorized											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Hadley Md, James	Uncategorized												
Taubman Md, Mark	Uncategorized												
Proaction Of Steuben & Yates, Inc. - Yates Office For The Aging	Uncategorized												
Ciccione Joseph	Uncategorized												
Lentz Md, Christopher	Uncategorized												
Prasarn Md, Mark	Uncategorized												
Aim Independent Living Center	Uncategorized	✓		✓	✓	✓							
Mconn Md, Ryan	Uncategorized												
Osterhoudt Andrew	Uncategorized												
Mcanarney Elizabeth Dr.	Uncategorized												
Gusenoff Md, Jeffrey	Uncategorized												
Community Care Of Western New York, Inc.	Uncategorized												
Santos Md, Alvani	Uncategorized												
Rehabilitation Counseling & Assessment Services	Uncategorized												
Spaulding Becca	Uncategorized												
Arcadia Family Practice	Uncategorized												
Southern Cayuga Instant Aid	Uncategorized												
Rigual Md, Valerie	Uncategorized												
Elmira Psychiatric Center	Uncategorized												
Wersinger Duncan	Uncategorized												
Sanz Md, Ignacio	Uncategorized												
Castle Phd, Kathryn	Uncategorized												
Yarid, Nicole	Uncategorized												
Judge Np, Lisa	Uncategorized												
Monroe Plan For Medical Care	Uncategorized	✓				✓	✓			✓			
Rigoni Rpa C, Emily A	Uncategorized												
Wayne County	Uncategorized												
Pediatric Associates Of Batavia	Uncategorized												
Arnot Ogden Medical Center	Uncategorized												
Amici Behavioral Health	Uncategorized												
Bowe R, Don Na	Uncategorized												



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Finger Lakes Performing Provider Systems, Inc. (PPS ID:9)

* Safety Net Providers in Green

Participating in Projects													
Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii	
Zentner Np, Justine	Uncategorized												
Knight Md, Jennifer	Uncategorized												
Piacentini Pa, Olivia	Uncategorized												
Mcintyre Allison	Uncategorized												
Garbach	Uncategorized												
Majerski Md, Dariusz	Uncategorized												
Mei Md, Nona	Uncategorized												
Maple City Physical Therapy	Uncategorized												
Lehman Md, Rebecca	Uncategorized												
Farmer Md, Richard	Uncategorized												
Ryan Daniel Dr.	Uncategorized												
Rural/Metro Medical Services	Uncategorized												
Rochester City School District	Uncategorized												
Golijanin Md, Dragan	Uncategorized												
Stony Brook Pediatrics	Uncategorized	▼	▼										
Koval Md, Jennifer	Uncategorized												
Tri-County Family Medicine, Inc	Uncategorized												
Booth Crna, Whitney	Uncategorized												
Rochester City Schools	Uncategorized												
Guerrieri,John	Uncategorized												
Wayne County Public Health	Uncategorized	▼		▼						▼		▼	
Innovative Services, Inc., D/B/A Upstate Homecare - Rochester Branch Location	Uncategorized												
Glanville Lindsay	Uncategorized												
Pathway Houses Of Rochester	Uncategorized	▼			▼								
Hunt Md, Carly	Uncategorized												
Vaughan Crna, Catherine	Uncategorized												
Raymond Md, Daniel	Uncategorized												
Leroux Phd, Pieter	Uncategorized												
Reif Rachael	Uncategorized												
Litteer Np, Theresa	Uncategorized												
Haider Do, Mohammad	Uncategorized												



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Steuben County Infirmary	Uncategorized											
Humiston Md, Sharon	Uncategorized											
Postigo, Luis	Uncategorized											
Gordon	Uncategorized											
Nuni Oltion	Uncategorized											
Shire Senior Living Llc	Uncategorized											
Tuttle Jennifer	Uncategorized											
Teresa Reed	Uncategorized											
Mcgarry Md, Andrew	Uncategorized											
Lee, Scott	Uncategorized											
Abbasey Sallah Mr.	Uncategorized											
Mangual Crna, Jorge	Uncategorized											
Berry Np, Debra	Uncategorized											
Depaul Adult Care Communities, Inc. - Kenwell Alp	Uncategorized											
Craig Gallahan, Crna	Uncategorized											
Severson Md, Jessica	Uncategorized											
Patel, Kanaiyalal	Uncategorized											
Mercer Joy Ms.	Uncategorized											
Garrison Np, Amy	Uncategorized											
Tri-County Family Medicine, Inc	Uncategorized											
Garbern Md, James	Uncategorized											
Noel Roderick Mr.	Uncategorized											
Lamparelli, Michael	Uncategorized											
Capitol Medical Solutions Ny,Llc	Uncategorized											
Trimberger Md, Daniel	Uncategorized											
Joynt Md, Robert	Uncategorized											
Canandaigua Medical Group	Uncategorized	✓	✓	✓						✓		
Attica Bus Services	Uncategorized											
Cody Crna, James	Uncategorized											
Matthew Osborne, Md	Uncategorized											
The Villages Of Orleans Health & Rehabilitation Center	Uncategorized											



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Provider Name	Provider Category	2.a.i	2.b.iii	2.b.iv	2.b.vi	2.d.i	3.a.i	3.a.ii	3.a.v	3.f.i	4.a.iii	4.b.ii
Steuben County Treasurer'S Office	Uncategorized											
Palmer Stephen	Uncategorized											
Caven John	Uncategorized											
Elvey Md, Simone	Uncategorized											
Moon Md, Karoline	Uncategorized											
Darrow Marlyss	Uncategorized											
Ackerman Np, Michael	Uncategorized											
Family Service Of Rochester, Inc./The Northfield	Uncategorized											
The Village Np	Uncategorized											
Egnaczak Np, Dawn M	Uncategorized											
L. Woerner, Inc. Dba Hcr	Uncategorized											
Rrhs - Batavia Internal Medicine	Uncategorized											
Beamish Np, Suzanne	Uncategorized											
Maccormick Pa, Melinda Sue	Uncategorized											
Signorelli Crna, Virginia	Uncategorized											

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PPP_BASE_DY2Q4R_S1_PIT_Funds_Flow_Remediation_170616_15198.xlsx	DY2Q4R S1 PIT Funds Flow Remediation 170616.xlsx. Tier 3 CBOs have been reallocated per the DY2Q4 Remediation instructions.	06/16/2017 01:22 PM
oswaldos	Baseline or Performance Documentation	9_DY2Q4_PPP_BASE_DY2Q4R_S1_Funds_Flow_Remediation_170616_15197.pdf	DY2Q4R S1 Funds Flow Remediation 170616.pdf. Tier 3 CBOs have been reallocated per the DY2Q4 Remediation instructions.	06/16/2017 01:21 PM
db436102	Documentation/Certification	9_DY2Q4_PPP_DOC_Upload_Version_PIT_042317_12860.XLSX	This is the PIT Replacement Template for FLPPS	04/26/2017 12:45 PM

Narrative Text :

DY2Q4 S1 Module 1.4 PIT Flow of Funds Remediation Narrative:
Tier 3 CBOs have been reallocated per the DY2Q4 Remediation instructions.