



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

Adirondack Health Institute, Inc. (PPS ID:23)

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Adirondack Health Institute, Inc. (PPS ID:23)

Quarterly Report - Implementation Plan for Adirondack Health Institute, Inc.











Year and Quarter: DY4, 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.a.ii	Increase certification of primary care practitioners with PCMH certification and/or Advanced Primary Care Models (as developed under the NYS Health Innovation Plan (SHIP))	 Completed
2.a.iv	Create a medical village using existing hospital infrastructure	 Completed
2.b.viii	Hospital-Home Care Collaboration Solutions	 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.iv	Development of Withdrawal Management (e.g., ambulatory detoxification, ancillary withdrawal services) capabilities and appropriate enhanced abstinence services within community-based addiction treatment programs	 Completed
3.g.i	Integration of palliative care into the PCMH Model	 Completed
4.a.iii	Strengthen Mental Health and Substance Abuse Infrastructure across Systems	 Completed




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Status By Project

Project ID	Project Title	Status
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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Adirondack Health Institute, Inc. (PPS ID:23)

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	28,195,877	30,050,117	48,592,518	43,029,798	28,195,877	178,064,187
Cost of Project Implementation & Administration	10,235,673	12,371,985	15,585,991	9,884,472	5,340,351	53,418,472
Administration	4,230,800	4,430,000	4,492,800	4,624,434	4,760,017	22,538,051
Implementation	6,004,873	7,941,985	11,093,191	5,260,038	580,334	30,880,421
Revenue Loss	1,335,088	4,005,319	13,359,421	15,583,627	10,235,673	44,519,128
Internal PPS Provider Bonus Payments	2,670,175	6,764,538	8,460,967	10,418,768	10,858,714	39,173,162
Cost of non-covered services	890,059	1,780,142	2,671,884	2,671,479	890,058	8,903,622
Other	4,094,269	6,052,482	9,351,594	7,391,092	5,160,366	32,049,803
Sustainability Fund	712,047	4,272,340	4,987,517	2,849,578	1,424,093	14,245,575
Innovation Fund	0	0	2,671,884	3,116,725	3,115,205	8,903,814
Contingency Fund	3,382,222	1,780,142	1,692,193	1,424,789	621,068	8,900,414
Total Expenditures	19,225,264	30,974,466	49,429,857	45,949,438	32,485,162	178,064,187
Undistributed Revenue	8,970,613	0	0	0	0	0

Current File Uploads

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Narrative Text :

"The budget below does not vary in total from the application submission. We have provided further breakdown by providing additional subcategories in the 06012015 submission. We have included a line titled ""hold back for timing of funds flow"" to reflect the actual cash flow timing. As the PPS develops detailed project plans as outlined in this implementation plan, we anticipate that there will be modifications to the timing of the budget costs across the 5 year period and also modifications the budget costs category amounts.

The MAPP tool did not allow entry of negative values - the value in DY5 row labeled "other" in the amount of 2,242,947 is a negative amount.



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Adirondack Health Institute, Inc. (PPS ID:23)

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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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 Delivery System Reform Incentive Payment Project
 DSRIP Implementation Plan Project**

Adirondack Health Institute, Inc. (PPS ID:23)

✓ 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 DY4	Total Waiver Revenue	Undistributed Revenue YTD	Undistributed Revenue Total
43,029,798	178,064,187	9,066,194	100,627,027

Budget Items	DY4 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	11,112,634	68,494,832	-17,347,593	-175.50%	-15,076,360	-28.22%
Administration	2,344,250					
Implementation	8,768,384					
Revenue Loss	0	0	15,583,627	100.00%	44,519,128	100.00%
Internal PPS Provider Bonus Payments	0	0	10,418,768	100.00%	39,173,162	100.00%
Cost of non-covered services	0	0	2,671,479	100.00%	8,903,622	100.00%
Other	1,064,840	8,942,328	659,553	8.92%	23,107,475	72.10%
Sustainability Fund	49,382					
Innovation Fund	1,015,458					
Contingency Fund	0					
Total Expenditures	12,177,474	77,437,160				

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Narrative Text :



**New York State Department Of Health
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Adirondack Health Institute, Inc. (PPS ID:23)

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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DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

✔ 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	28,195,877	30,050,117	48,592,518	43,029,798	28,195,877	178,064,187
Practitioner - Primary Care Provider (PCP)	1,316,915	2,725,139	4,957,900	5,283,276	3,976,534	18,259,764
Practitioner - Non-Primary Care Provider (PCP)	431,290	892,483	1,623,712	1,730,273	1,302,315	5,980,073
Hospital	3,374,595	6,983,169	12,704,619	13,538,396	10,189,867	46,790,646
Clinic	474,089	981,050	1,784,844	1,901,980	1,431,552	6,573,515
Case Management / Health Home	156,384	323,610	588,751	627,389	472,213	2,168,347
Mental Health	1,514,452	3,133,910	5,701,585	6,075,768	4,573,014	20,998,729
Substance Abuse	543,227	1,124,120	2,045,134	2,179,352	1,640,320	7,532,153
Nursing Home	576,150	1,192,248	2,169,082	2,311,433	1,739,733	7,988,646
Pharmacy	9,877	20,439	37,184	39,625	29,823	136,948
Hospice	0	0	0	0	0	0
Community Based Organizations	592,612	1,226,313	2,231,055	2,377,474	1,789,440	8,216,894
All Other	0	0	0	0	0	0
Uncategorized						0
Home and Community Based Services						0
PPS PMO	10,235,673	12,371,985	15,585,991	9,884,472	5,340,351	53,418,472
Total Funds Distributed	19,225,264	30,974,466	49,429,857	45,949,438	32,485,162	178,064,187
Undistributed Revenue	8,970,613	0	0	0	0	0

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Narrative Text :

The PPS and PPS Lead Administration costs from the Project Plan Application are shown in the "All Other" Item below.



**New York State Department Of Health
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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
DSRIP Implementation Plan Project**

Adirondack Health Institute, Inc. (PPS ID:23)

✓ 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 DY4	Total Waiver Revenue	Undistributed Revenue YTD	Undistributed Revenue Total
43,029,798.00	178,064,187.00	43,029,798.00	162,217,657.80

Funds Flow Items	DY4 Q4 Quarterly Amount - Update	Percentage of Safety Net Funds - DY4 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.a.ii	2.a.iv	2.b.viii	2.d.i	3.a.i	3.a.ii	3.a.iv	3.g.i	4.a.iii	4.b.ii			
Practitioner - Primary Care Provider (PCP)	0	0.00%	0	0.00%	74,000	0	0	0	0	0	0	0	0	0	0	0	0	5,283,276	18,185,764
Practitioner - Non-Primary Care Provider (PCP)	0	0.00%	0	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	1,730,273	5,980,073
Hospital	0	0.00%	0	0.00%	3,922,210.35	0	0	0	0	0	0	0	0	0	0	0	0	13,538,396	42,868,435.65
Clinic	0	0.00%	0	0.00%	1,263,687.83	0	0	0	0	0	0	0	0	0	0	0	0	1,901,980	5,309,827.17
Case Management / Health Home	0	0.00%	0	0.00%	538,047.92	0	0	0	0	0	0	0	0	0	0	0	0	627,389	1,630,299.08
Mental Health	0	0.00%	0	0.00%	871,170.10	0	0	0	0	0	0	0	0	0	0	0	0	6,075,768	20,127,558.90
Substance Abuse	0	0.00%	0	0.00%	579,979.26	0	0	0	0	0	0	0	0	0	0	0	0	2,179,352	6,952,173.74
Nursing Home	0	0.00%	0	0.00%	247,986.66	0	0	0	0	0	0	0	0	0	0	0	0	2,311,433	7,740,659.34
Pharmacy	0	0.00%	0	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	39,625	136,948
Hospice	0	0.00%	0	0.00%	314,650	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Based Organizations	0	0.00%	0	0.00%	424,036.04	0	0	0	0	0	0	0	0	0	0	0	0	2,377,474	7,792,857.96
All Other	0	0.00%	0	0.00%	1,202,253.92	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Uncategorized	0	0.00%	0	0.00%	114,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Home and Community Based Services	0	0.00%	0	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Providers	0	0.00%	0	0.00%	243,050														
PPS PMO	0	0.00%	0	0.00%	6,050,657.12													9,884,472	47,367,814.88
Total	0	0.00%	0	0.00%	15,846,529.20														



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Current File Uploads

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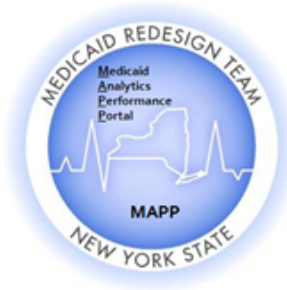
No Records Found

Narrative Text :

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

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health
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* Safety Net Providers in Green

Waiver Quarterly Update Amount By Provider		
Provider Name	Provider Category	DY4Q4
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
Home and Community Based Services		0
	Home and Community Based Services	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	DY4Q4
Additional Providers			0
Gerald Cahill, Md	Additional Providers	Approved	0
Glens Falls Independent Living Center, Dba Southern Adirondack Independent Living	Additional Providers	Rejected	0
Hfm Prevention Council	Additional Providers	Rejected	0
Interim Health Care	Additional Providers	Approved	0
North Country Healthy Heart Network	Additional Providers	Approved	0
Open Door Soup Mission	Additional Providers	Approved	0
Planned Parenthood Of The North Country New York	Additional Providers	Rejected	0
Step By Step	Additional Providers	Rejected	0
The Moreau Community Center	Additional Providers	Approved	0
Washington County Economic Opportunity Council	Additional Providers	Approved	0
Center For Disability Services D/B/A Prospect Child And Family Center	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.	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	YES
Task 1. Distribute the Project Impact Assessment and Matrix (prepared as part of current state financial stability assessment) to network provider partners with explanation of the purpose of the matrix and how it will be used to finalize funds flow in determining expected impact of DSRIP projects and expectations of costs they will incur. Provide instructions and examples.	Completed	1. Distribute the Project Impact Assessment and Matrix (prepared as part of current state financial stability assessment) to network provider partners with explanation of the purpose of the matrix and how it will be used to finalize funds flow in determining expected impact of DSRIP projects and expectations of costs they will incur. Provide instructions and examples.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 2. Complete a preliminary PPS Level budget for Administration, Implementation, Revenue Loss, Cost of Services not Covered budget categories (Excludes Bonus, Contingency and High Performance categories).	Completed	2. Complete a preliminary PPS Level budget for Administration, Implementation, Revenue Loss, Cost of Services not Covered budget categories (Excludes Bonus, Contingency and High Performance categories).	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 3. Review the provider level projections of DSRIP impacts and costs submitted by network providers. During provider specific budget processes, develop provider level budgets including completion of Provider Specific funds flow plan.	Completed	3. Review the provider level projections of DSRIP impacts and costs submitted by network providers. During provider specific budget processes, develop provider level budgets including completion of Provider Specific funds flow plan.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 4. Develop the funds flow approach and distribution plan with drivers and requirements for	Completed	4. Develop the funds flow approach and distribution plan with drivers and requirements for each of the funds flow budget	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	



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Adirondack Health Institute, Inc. (PPS ID:23)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
each of the funds flow budget categories.		categories.							
Task 5. Distribute funds flow approach and distribution plan to Finance Committee and network participating providers for review and input.	Completed	5. Distribute funds flow approach and distribution plan to Finance Committee and network participating providers for review and input.	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 6. Revise plan based on consultation and finalize; obtain approval from Finance Committee.	Completed	6. Revise plan based on consultation and finalize; obtain approval from Finance Committee .	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 7. Prepare PPS, Provider and Project level funds flow budgets based upon final budget review sessions with network providers for review and approval by Finance Committee.	Completed	7. Prepare PPS, Provider and Project level funds flow budgets based upon final budget review sessions with network providers for review and approval by Finance Committee.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 8. Communicate approved Provider Level Funds Flow plan to each network provider. Incorporate agreed upon funds flow plan and requirements to receive funds into the PPS Provider Partner Operating Agreements.	Completed	8. Communicate approved Provider Level Funds Flow plan to each network provider. Incorporate agreed upon funds flow plan and requirements to receive funds into the PPS Provider Partner Operating Agreements.	05/01/2016	06/30/2016	05/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 9. Distribute Funds Flow policy and procedure, and schedule DSRIP period close requirements, along with expected Funds distribution schedule, to PPS network provider partners.	Completed	9. Distribute Funds Flow policy and procedure, and schedule DSRIP period close requirements, along with expected Funds distribution schedule, to PPS network provider partners.	05/01/2016	06/30/2016	05/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 10. Develop communication and training program for providers on funds flow, the administrative requirements related to the plan, and related schedules for reporting and distribution of funds.	Completed	10. Develop communication and training program for providers on funds flow, the administrative requirements related to the plan, and related schedules for reporting and distribution of funds.	05/01/2016	06/30/2016	05/01/2016	06/30/2016	06/30/2016	DY2 Q1	

IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
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Adirondack Health Institute, Inc. (PPS ID:23)

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
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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Adirondack Health Institute, Inc. (PPS ID:23)

✅ 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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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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Adirondack Health Institute, Inc. (PPS ID:23)

✅ 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	767,436.20	767,436.20	767,436.20	767,436.20	767,436.20	3,837,181
Cost of Project Implementation & Administration	0	0	115,115	38,372	38,372	191,859
Administration	0	0	46,046	15,349	15,349	76,744
Implementation	0	0	69,069	23,023	23,023	115,115
Revenue Loss	0	0	0	0	0	0
Internal PPS Provider Bonus Payments	0	0	345,347	115,115	115,115	575,577
Cost of non-covered services	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Expenditures	0	0	460,462	153,487	153,487	767,436
Undistributed Revenue	767,436.20	767,436.20	306,974.20	613,949.20	613,949.20	3,069,745

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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Adirondack Health Institute, Inc. (PPS ID:23)

✔ 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 DY4	Total Non-Waiver Revenue	Undistributed Non-Waiver Revenue YTD	Undistributed Non-Waiver Revenue Total
767,436.20	3,837,181	3,436.20	3,073,181

Budget Items	DY4 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	764,000	764,000	0	0.00%	0	0.00%
Administration	0					
Implementation	764,000					
Revenue Loss	0	0	0		0	
Internal PPS Provider Bonus Payments	0	0	115,115	100.00%	575,577	100.00%
Cost of non-covered services	0	0	0		0	
Other	0	0	0		0	
Total Expenditures	764,000	764,000				

Current File Uploads

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



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Adirondack Health Institute, Inc. (PPS ID:23)

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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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Adirondack Health Institute, Inc. (PPS ID:23)

✔ 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	767,436.20	767,436.20	767,436.20	767,436.20	767,436.20	3,837,181
Practitioner - Primary Care Provider (PCP)	0	0	34,535	11,512	11,512	57,559
Practitioner - Non-Primary Care Provider (PCP)	0	0	0	0	0	0
Hospital	0	0	138,139	46,046	46,046	230,231
Clinic	0	0	51,802	17,267	17,267	86,336
Case Management / Health Home	0	0	17,267	5,756	5,756	28,779
Mental Health	0	0	17,267	5,756	5,756	28,779
Substance Abuse	0	0	17,267	5,756	5,756	28,779
Nursing Home	0	0	17,267	5,756	5,756	28,779
Pharmacy	0	0	0	0	0	0
Hospice	0	0	0	0	0	0
Community Based Organizations	0	0	34,535	11,512	11,512	57,559
All Other	0	0	0	0	0	0
Uncategorized	0	0	0	0	0	0
Home and Community Based Services	0	0	17,268	5,754	5,754	28,776
PPS PMO	0	0	115,115	38,372	38,372	191,859
Total Funds Distributed	0	0	460,462	153,487	153,487	767,436
Undistributed Non-Waiver Revenue	767,436.20	767,436.20	306,974.20	613,949.20	613,949.20	3,069,745

Current File Uploads

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



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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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Adirondack Health Institute, Inc. (PPS ID:23)

✔ 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 DY4	Total Non-Waiver Revenue	Undistributed Non-Waiver Revenue YTD	Undistributed Non-Waiver Revenue Total
767,436.20	3,837,181.00	767,436.20	3,837,181.00

Funds Flow Items	DY4 Q4 Quarterly Amount - Update	Percentage of Safety Net Funds - DY4 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	11,512	0
Practitioner - Non-Primary Care Provider (PCP)	0	0.00%	0	0.00%	0	0	0
Hospital	0	0.00%	0	0.00%	0	46,046	0
Clinic	0	0.00%	0	0.00%	0	17,267	0
Case Management / Health Home	0	0.00%	0	0.00%	0	5,756	0
Mental Health	0	0.00%	0	0.00%	0	5,756	0
Substance Abuse	0	0.00%	0	0.00%	0	5,756	0
Nursing Home	0	0.00%	0	0.00%	0	5,756	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	11,512	0
All Other	0	0.00%	0	0.00%	0	0	0
Uncategorized	0	0.00%	0	0.00%	0	0	0
Home and Community Based Services	0	0.00%	0	0.00%	0	5,754	0
Additional Providers	0	0.00%	0	0.00%	0		

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Funds Flow Items	DY4 Q4 Quarterly Amount - Update	Percentage of Safety Net Funds - DY4 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	38,372	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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* Safety Net Providers in Green

Non-Waiver Quarterly Update Amount By Provider		
Provider Name	Provider Category	DY4Q4
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
Home and Community Based Services		0
	Home and Community Based Services	0



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Adirondack Health Institute, Inc. (PPS ID:23)

* Safety Net Providers in Green

Non-Waiver Quarterly Update Amount By Provider			
Provider Name	Provider Category	IA Provider Approval/Rejection Indicator	DY4Q4
Additional Providers			0
	Additional Providers		0



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Adirondack Health Institute, Inc. (PPS ID:23)

IPQR Module 1.11 - IA Monitoring

Instructions :



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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 8. Communications are issued to PPS partners and stakeholders to announce final Governance.	Completed	Announce final Governance	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 9. Members of the PPS Executive Governing Body are installed.	Completed	Install members of Executive Governing Body	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 10. Members of the PPS Committees are installed.	Completed	Members installed to PPS Committees	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 1. Adirondack Health Institute (AHI) convenes key stakeholders including Adirondacks ACO, Adirondack Medical Home Initiative, OneCare Vermont, and others to develop regional strategy for Population Health Management governance & capabilities.	Completed	Convene key stakeholders	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. Adirondack Health Institute (AHI) works with NYS DOH to secure approval of AHI as a Safety Net under DSRIP	Completed	Safety Net approval	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 3. Review AHI governance structure & by-laws to	Completed	Review Governance structure and by-laws	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
determine adequacy for DSRIP governing purposes.									
Task 4. Subsequent to the release of Funds Flow/Governance Requirements/Guidance from NYS DOH, AHI obtains legal consult to determine what Governance options remain feasible.	Completed	Obtain legal consult	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 5. Tools/resources are prepared to support decision-making on Governance: visual representations, slides, pros/cons. Materials include descriptions of sub-committees: name, size, function. Materials depict overlap with existing organizations, such as the Adirondacks ACO and Adirondack Medical Home Initiative, and opportunities for integration and/or alignment.	Completed	Tools and resources to support Governance	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 6. AHI PPS Interim Steering Committee & Regional Health Innovation Team leaders take part in facilitated discussion of Governance options, including ownership, authority, and sub-committee structure, and provide feedback for consideration by AHI Members and Board.	Completed	Discuss Governance with Steering Committee and Regional Health Innovation Teams	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 7. AHI Board endorses the Governance Model; AHI Members provide final approval of the selected Governance model.	Completed	Final approval	07/01/2015	09/30/2015	07/01/2015	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	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
Task 1. Charter is drafted for the Clinical Governance & Quality Committee.	Completed	governance and quality charter draft	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task	Completed	convene governance and quality committees	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
2. Clinical Governance & Quality Committee is convened; members review draft charter and proposed structure for clinical quality oversight of all projects.									
Task 3. Clinical Governance & Quality Committee members review current Project Team and Regional Health Innovation Team structure and determine how to communicate with, and utilize, these structures to support Quality Committee functions.	Completed	Review project team and RHIT structures	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 4. Clinical Governance & Quality Committee charter and project level structure is finalized.	Completed	finalize charter and project level structure	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 5. Clinical Governance & Quality Committee endorses workplan (prepared by PMO) for the identification & adoption of standard evidence-based protocols for each Domain 3 project and others as needed.	On Hold	endorse workplan for standard protocols for projects	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 6. Communication plan is put in place to engage staff in the process of identifying & adopting evidence-based protocols; and to ensure protocols (once adopted) are disseminated throughout the PPS.	On Hold	Communication plan for protocols	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 7. Plan is established to monitor implementation of evidence-based protocols, including methods of measuring adherence to protocols and providing feedback to persons responsible for oversight at each partner organization.	On Hold	plan established to monitor implementation of protocols	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 8. On-going meeting schedule is issued to meet workplan deliverables.	Completed	meeting schedule issued for workplan deliverables	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 9. Clinical Governance & Quality Committee	Completed	develop final measures for monitoring quality	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
reviews established metrics for monitoring performance & quality and develops final measures set.									
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.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	YES
Task 1. Obtain legal consult and develop the PPS Governance Bylaws.	Completed	disseminate policies and procedures	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. PPS Executive Governance Body Meets: adopts bylaws and identifies key policies necessary for PPS	Completed	review and adopt policies	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 3. Policies are drafted, include: compliance, dispute resolution, and policies regarding partner participation in the PPS.	Completed	develop by-laws	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 4. PPS Executive Governance Body meets to review & adopt policies.	Completed	identify key policies	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 5. Policies and procedures are disseminated and communicated across the PPS.	Completed	draft policies	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 1. PPS recruits Director of the Project Management Office & project management staff.	Completed	recruit director of PMO	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. PPS Contracts with vendor for Project Management tool to support monitoring and reporting of progress at the workstream, and project, levels.	Completed	Contract with vendor for PM tool	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task	Completed	timeline and workplan for PM tool established	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
3. Workplan & Timeline for Project Management Tool Implementation is established.									
Task 4. Monitoring and Reporting flowchart is developed, depicting the flow of information from reports/dashboards to PPS Sub-Committees and Board.	Completed	Information flow chart developed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 5. Director of PMO works with Project Management Tool vendor to coordinate alignment with DOH reporting requirements.	Completed	Align Reporting Requirements	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 6. There will be a need to monitor and report on progress in advance of Project Management Tool implementation, as such, the PMO will put in place an interim plan (and the necessary tools) for monitoring & reporting.	Completed	Monitoring/Reporting	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 7. PPS Partners and stakeholders are provided with "role-appropriate" access to dashboards & reports.	Completed	Dashboards	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 8. Governance Communications flowchart is developed, depicting the flow of information amongst the various PPS Committees and Executive Governance Body.	Completed	Flowchart	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 9. Committee standing agendas are established, with each receiving regular reports from other committees as relevant.	Completed	Agendas	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 10. Governance Communications Strategy is developed, including use of a secure electronic platform for sharing of agendas and minutes among various governance bodies as appropriate to their functions & authorities.	Completed	Governance Communications Strategy	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Milestone #5	Completed	Community engagement plan, including plans for two-way	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	NO



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DSRIP Implementation Plan Project

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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 community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)		communication with stakeholders.							
Task 1. Develop position description & recruit Community Engagement Manager. This position is responsible for CBO outreach and engagement, overall and specifically in relation to Project 2di.	Completed	Community Engagement Manager (Jessica Chanese) hired 6/22/2015.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1	
Task 2. Identify community based organizations that address the social determinants of health (employment, transportation, housing, legal, etc.)	Completed	Identify CBOs	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 3. Invite CBOs to participate in Regional Health Innovation Team meetings and project teams.	Completed	Invite to Meetings	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 4. Develop schedule of communications and events to stimulate CBO participation in DSRIP projects/activities AND to promote relationship building between health care provider organizations and CBOs. Coordinate these events in conjunction with the Adirondack Rural Health Network and the Population Health Improvement Program.	Completed	Communications Schedule	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 5. Provide resources (including speakers) to CBOs to educate them on Medicaid redesign and DSRIP and the role CBOs can play in improving population health.	Completed	Provide Resources	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Milestone #6 Finalize partnership agreements or contracts with CBOs	Completed	Signed CBO partnership agreements or contracts.	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4	NO
Task 1. Identify appropriate committees for CBO representation, including Finance	Completed	Identify committees	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 2. AHI will host planning meetings and invite CBOs from the nine county area to engage them in the PPS	Completed	Planning meetings	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 3. AHI will create a DSRIP information distribution list that will include CBOs and others to engage and inform all entities about the DSRIP process	Completed	Distribution list	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 4. Determine a path for funds flow to CBOs as most are not safety net providers.	Completed	Fund Flow	06/01/2015	12/31/2015	06/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 5. Work with CBOs providing services that support DSRIP projects including Healthy Heart Network (tobacco cessation), Adirondacks ACO, Hospices, county mental health associations, prevention councils, churches, homeless shelters, and others to determine desired participation level.	Completed	Work with CBOs	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 6. Negotiate and draft partnership agreements with key CBOs	Completed	Partnership Agreements	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 7. Sign partnership agreements	Completed	Sign Agreements	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 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.)	Completed	Agency Coordination Plan.	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4	NO
Task 1. Building on existing partnerships and relationships, AHI will identify all appropriate agencies in the AHI PPS service area	Completed	Identify Agencies	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. AHI will host planning meetings and invite	Completed	Host Meetings	04/01/2015	12/31/2015	04/01/2015	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
agencies from the nine county area to engage them in the PPS									
Task 3. AHI will create a DSRIP information distribution list that will include all public sector agencies such as Community Service Boards, Offices for the Aging, Public Health, disability agencies, and others to engage and inform them	Completed	Distribution List	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 4. Recruit participants from the various public agencies to be part of, and possibly take a leadership role in, the PPS planning and leadership structure including AHI's Regional Health Innovation Teams (RHITs) and the PPS Steering Committee	Completed	Recruit Participants	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 5. Develop an action plan for coordinating agency activities with the AHI PPS for discussion, review, and adoption by the Agencies and Municipal Authorities	Completed	Action Plan	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3	
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).	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	NO
Task 1. Employee Engagement Work Group will utilize information on the key stakeholder organizations and ask organizations to identify one key contact person whose responsibility it will be to receive updates and communications regarding DSRIP and determine the best mode of dissemination to their organization.	Completed	Key Contact	07/01/2015	03/17/2016	07/01/2015	03/17/2016	03/31/2016	DY1 Q4	
Task 2. Employee Engagement Work Group will identify communication needs and required key messages to employee groups, as well as the available communication channels that can be	Completed	Identify Needs	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
utilized for stakeholder engagement.									
Task 3. Employee Engagement Work Group will develop Workforce Communication and Engagement Strategy: Establish the vision, objectives and guiding principles as a means to engage key stakeholders, reviewed by Workforce Committee leadership and signed off by the executive body of the PPS.	Completed	Develop Strategy	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 4. Employee Engagement Work Group will develop Workforce Communication & Engagement Plan: Outline objectives, principles, target audience, channel, barriers and risks, milestones, and measuring effectiveness; reviewed by the Workforce Committee leadership and signed off by the executive body of the PPS.	Completed	Develop Plan	08/01/2015	03/31/2016	08/01/2015	03/31/2016	03/31/2016	DY1 Q4	
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	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	NO
Task 6. Sign partnership agreements.	Completed	Sign Agreements	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 1. AHI will host planning meetings and invite CBOs from the nine county area to engage them in the PPS.	Completed	Planning meetings	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. AHI will create a DSRIP information distribution list that will include CBOs and others to engage and inform all entities about the DSRIP process.	Completed	Distribution list	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 3. Determine a path for funds flow to CBOs as most are not safety net providers.	Completed	Funds Flow	06/01/2015	12/31/2015	06/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task	Completed	Work with CBOs	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
4. Work with CBOs providing services that support DSRIP projects including Health Heart Network (tobacco cessation), Adirondacks ACO, Hospices, community mental health associations, prevention councils, homeless shelters, and others to determine appropriate participation level.									
Task 5. Negotiate and draft partnership agreements with key CBOs	Completed	Partnership Agreements	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 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.

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize governance structure and sub-committee structure	dlarose	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_Governance_Ongoing_Reporting_Narrative_DY4Q4_M8_20190326_24615.docx	Governance_Ongoing Reporting Narrative_DY4Q4_M8	04/18/2019 03:36 PM
	dlarose	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_DY4_Q4_Gov_M5_6_7_9-Ongoing_Reporting_Narrative_041219_24614.docx	DY4 Q4 Gov M5_6_7_9-Ongoing Reporting Narrative	04/18/2019 03:35 PM
	jquintal	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_DY4Q4_Governance_M1-4_Ongoing_Reporting_Narrative_20190402_24598.docx	DY4Q4 Governance M1-4 Ongoing Reporting Narrative 20190402	04/18/2019 02:26 PM
	jquintal	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_DY4Q4_AHI_Steering_Committee_24597.xlsx	DY4Q4 AHI Steering Committee	04/18/2019 02:26 PM



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
	jquintal	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_AHI_BO D_DY4Q4_24596.xlsx	AHI BOD DY4Q4	04/18/2019 02:26 PM
	jquintal	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_DY4Q3_ Q4_Committee_Member_Templates_-_All_24593. xlsx	DY4Q3_Q4 Committee Member Templates - All	04/18/2019 01:57 PM
	jquintal	Other	23_DY4Q4_GOV_MDL21_PRES1_OTH_DY4Q3_ Q4_Committee_Meeting_Schedule_Templates_-_ _All_24592.xlsx	DY4Q3_Q4 Committee Meeting Schedule Templates - All	04/18/2019 01:56 PM
Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	jquintal	Other	23_DY4Q4_GOV_MDL21_PRES5_OTH_Communi ty_Engagement_Template_Governance_Milestone _5_DY4_Q4_24594.xlsx	Community Engagement Template Governance Milestone 5 DY4 Q4	04/18/2019 01:58 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Finalize governance structure and sub-committee structure	
Establish a clinical governance structure, including clinical quality committees for each DSRIP project	
Finalize bylaws and policies or Committee Guidelines where applicable	
Establish governance structure reporting and monitoring processes	
Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	
Finalize partnership agreements or contracts with CBOs	
Finalize agency coordination plan aimed at engaging appropriate public sector agencies at state and local levels (e.g. local departments of health and mental hygiene, Social Services, Corrections, etc.)	
Finalize workforce communication and engagement plan	
Inclusion of CBOs in PPS Implementation.	



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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 & Complete	
Milestone #6	Pass & Complete	
Milestone #7	Pass & Complete	
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	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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.

With more than 100 partners, AHI faces challenges with developing an effective governance structure that ensures excellence in stewardship, oversight, and representation.
The three risks to governance are:

- Loss of participation of safety net leaders in governing the PPS network due to increased demands on them to lead their own organizations in addition to the region's ACO, Medical Home Initiative, and Health Home.
- Active participation of key stakeholders including hospital, physician, behavioral health, long-term/home health and community benefit leadership.
- Trust by key stakeholders.

These risks will be mitigated by:

- Working collaboratively with leadership of the Adirondack ACO, Adirondack Medical Home, and other stakeholders to develop a governance structure that meets the needs of AHI's Health Home and Population Health Improvement Program that aligns with the ACO, Medical Home, and PPS initiative.
- Compensating clinical leaders' time.
- Ensuring meetings are warranted and time is used efficiently.
- Development and execution of a network communication strategy to include open forums, the MIX platform, and website.

✔ 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.)

The Governance Workstream is perhaps the most dependent on other Workstreams, each of which supports the overarching responsibility of the Governance to lead the PPS. The PPS will be successful to the extent that governing bodies can rely on high quality data and analytics made available through a well-designed IT infrastructure. This infrastructure will produce information necessary to perform cost/benefit analyses and estimates of ROI, which the Board can rely on to make important decisions on the allocation of resources and strategic direction of the PPS. The Finance Workstream supports Governance through effective and credible funds flow management. This Workstream is key to partner engagement in the PPS, as the commitment funds serves both as an incentive and a tool to ameliorate negative impacts of healthcare transformation on some types of provider organizations. Workforce development is also central: no plan or model can succeed without strong relationships with unions and workers, and a workforce that has the skills and capacity to meet the needs of the changing healthcare delivery system. Finally, provider/partner



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engagement is vital, as the leadership resources that partners bring to the table will be the driving forces in the development of and compliance with evidence-based protocols. Without provider leadership, the PPS will be hampered in efforts to achieve the high levels of coordination and clinical integration that are necessary for the system to operate under new models of care and achieve quality goals.



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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
PPS Lead Applicant/Entity	AHI, Eric Burton, CEO	Fiduciary responsibility; provide funding and staff resources; develop governance structure, bylaws, and policies; establish the project management office (staff, tools, processes)
Population Health Management Partner	ADK ACO, Karen Ashline	Board & Committee members. Partner with the PPS in Governance and IT Development; partner to align Clinical Governance & Quality with related initiatives (Medical Home, Health Home, MSSP, etc.); partner in development of regional PHM capabilities
Major hospital partners	Glens Falls Hospital, Adirondack Health, Champlain Valley Physician Hospital, St Lawrence Health System, Nathan Littauer Hospital (CEOs and Senior Administrators, Clinical Leaders, take part in a variety of forums)	Board and Committee members, project implementations, EBM protocol development, clinical leadership
Physician organizations and large practices	Hudson Headwaters Health Network, Plattsburgh Physician Group, North Country Physicians Organization (CEOs and Senior Administrators, Clinical Leaders, take part in a variety of forums)	Board and Committee members, project implementations, EBM protocol development, physician leadership
County Mental Health Departments	Rob York, DCS Warren-Washington County; Peter Trout, DCS Clinton County; Steve Valley, DCS Essex County, are the most active, all 9 County DCS are involved to varying degrees.	Board and Committee members, project implementations, EBM protocol development, behavioral health leadership



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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		
Health Home Care Management Agencies (AHI is Lead Health Home; care management agencies listed are downstream providers of Health Home services)	Alliance for Positive Health Berkshire Farm Center Behavioral Health Services North University of Vermont Health Network CVPH Citizen Advocates/Northstar Behavioral Health Services Children's Health Network Children's Home of Jefferson County Community Maternity Services Essex County Mental Health Services Families First in Essex County Glens Falls Hospital Hamilton County Community Services HCR Care Management LLC Mental Health Association in Essex County Capital District Psychiatric Center St. Anne Institute St. Lawrence Psychiatric Center Transitional Services Association United Helpers Mosaic United Helpers ACT Team Warren-Washington Association for Mental Health Hudson Headwaters Health Network	Care Management Protocols and Procedures, Project Implementations
Community-Based Organizations	Includes prevention councils, food pantries, disability services, community action agencies, family services providers, homeless shelters, community centers, senior services, and home health providers. For complete list of AHI PPS CBO partners, please refer to AHI PPS CBO Template submitted in DY2 Q4.	Align projects with county plans and initiatives; participate in some project implementations
Public Health & Community Services	County Offices for the Aging, public health departments, community services boards, departments of social services, and mental health services; housing authorities. For a complete list of AHI PPS Public Agency Community Services partners, please	Align projects with county plans and initiatives; participate in some project implementations



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Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
	refer to AHI PPS Public Agency Template submitted in DY2 Q4.	
External Stakeholders		
Key advisors, counselors, attorneys, consultants	Manatt, Phelps & Phillips, LLP, The Advisory Group, CohnReznick	Drafts governance documents, provider agreements, policies and procedures, contracts, etc.



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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.

The AHI PPS is putting in place the shared IT infrastructure that will support communication and decision-making across the PPS Board and sub-committees. The Governance will rely on a secure electronic platform for sharing of meeting agendas and minutes, with the appropriate role-based access to such documents. Additionally, all PPS partners will have ready access to a tool for sharing information on project progress. This IT infrastructure will enable the PPS to readily produce progress reports and make visible the PPS' progress against milestones, thus allowing the PPS to achieve a level of transparency with key stakeholders that is necessary for on-going trust and support of the providers and communities served. Overall, the expectation is that IT will support the necessary two-way communication across committees, partners, and teams.

✔ IPQR Module 2.8 - Progress Reporting

Instructions :

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

The success of Governance Workstream is measured by progress against a set of required milestones, including the timely creation of the structures (BOD and Committees), populating such structures with the appropriate members, the formal adoption of bylaws, policies and procedures for all key committees and sub-committees, and the development, negotiation and execution of all required provider agreements to allow the PPS to begin operation. Progress is also measured by the successful implementation of project management and performance monitoring systems (including data collection, analyses and reporting) to support decision-making.

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.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
Task 1. Establish the financial structure of the Governance organization and the roles and responsibilities of the Finance Committee in compliance with DSRIP governance guidelines and other applicable NYS or Federal rules.	Completed	1. Establish the financial structure of the Governance organization and the roles and responsibilities of the Finance Committee in compliance with DSRIP governance guidelines and other applicable NYS or Federal rules.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. Develop charter for the PPS finance function and establish schedule for Finance Committee meetings. Includes coordination with other PPS functions and governance.	Completed	2. Develop charter for the PPS finance function and establish schedule for Finance Committee meetings. Includes coordination with other PPS functions and governance.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 3. Develop PPS Org chart that depicts the complete finance function with reporting structure to Executive Body and any oversight committees.	Completed	3. Develop PPS Org chart that depicts the complete finance function with reporting structure to Executive Body and any oversight committees.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 4. Obtain PPS Executive Body approval of PPS Finance Function charter and organization structure chart and populate finance committee.	Completed	4. Obtain PPS Executive Body approval of PPS Finance Function charter and organization structure chart and populate finance committee.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 5. Define the Roles and Responsibilities of the PPS Lead and Finance function and document in a Business Office Plan.	Completed	5. Define the Roles and Responsibilities of the PPS Lead and Finance function and document in a Business Office Plan.	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
PPS Lead and Finance function and document in a Business Office Plan.									
Task 6. Develop policies and procedures for oversight and accountability of the accounting function, funds flow, budgeting, and reporting as required by GAAP, DSRIP, and all required external compliance. Includes documentation of the internal controls environment.	Completed	6. Develop policies and procedures for oversight and accountability of the accounting function, funds flow, budgeting, and reporting as required by GAAP, DSRIP, and all required external compliance. Includes documentation of the internal controls environment.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 7. Recruit and populate open positions and train members of the Finance Office.	Completed	7. Recruit and populate open positions and train members of the Finance Office.	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 8. Incorporate finance structure and governance into operating agreements and PPS lead entity agreement as necessary.	Completed	8. Incorporate finance structure and governance into operating agreements and PPS lead entity agreement as necessary.	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 1. Develop matrix of DSRIP Projects and identify expected impact on provider cost, patient volumes, revenue, loss of services or other based upon project goals and expected participation levels. Includes both quantitative and qualitative Impacts. Engage consultants as necessary and collaborate with other PPS lead entities to optimize knowledge base.	Completed	1. Develop matrix of DSRIP Projects and identify expected impact on provider cost, patient volumes, revenue, loss of services or other based upon project goals and expected participation levels. Includes both quantitative and qualitative Impacts. Engage consultants as necessary and collaborate with other PPS lead entities to optimize knowledge base.	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	



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Task 2. Review DRAFT of Project Impact matrix with Finance Committee and Executive Committee.	Completed	2. Review DRAFT of Project Impact matrix with Finance Committee and Executive Committee.	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 3. Finalize Project Impact Matrix identifying project participation, expected impact of projects and provider specific view.	Completed	3. Finalize Project Impact Matrix identifying project participation, expected impact of projects and provider specific view.	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 4. Review and obtain approval of Project Impact Matrix from Finance Committee and Executive Body as basis for Sustainability and applicable portions of funds flow plan.	Completed	4. Review and obtain approval of Project Impact Matrix from Finance Committee and Executive Body as basis for Sustainability and applicable portions of funds flow plan.	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 5. Develop a communication strategy for PPS providers and partners in advance of conducting assessment to improve transparency and improve overall quality of input into the matrix.	Completed	5. Develop a communication strategy for PPS providers and partners in advance of conducting assessment to improve transparency and improve overall quality of input into the matrix.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 6. Operating agreements for PPS participants to outline the required compliance with providing information for project matrix and protocol for addressing any compliance issues.	Completed	6. Operating agreements for PPS participants to outline the required compliance with providing information for project matrix and protocol for addressing any compliance issues.	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 7. Update the Financial Assessment and Project Impact Assessment documents that were used for the Preliminary Financial assessment conducted in Nov 2014. Update for added metrics and provider specific metrics.	Completed	7. Update the Financial Assessment and Project Impact Assessment documents that were used for the Preliminary Financial assessment conducted in Nov 2014. Update for added metrics and provider specific metrics.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 8. Distribute Current State Financial Assessment and Project Impact Assessment documents to providers using the communication plan developed.	Completed	8. Distribute Current State Financial Assessment and Project Impact Assessment documents to providers using the communication plan developed.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 9. Accumulate and review results of Current	Completed	9. Accumulate and review results of Current State Financial Assessment and Project Impact Assessment returned from	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	



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State Financial Assessment and Project Impact Assessment returned from providers. Reach out to providers that did not respond and follow up on any information that does not appear to be consistent with the instructions or varies significantly from the initial assessment data from Nov 2014.		providers. Reach out to providers that did not respond and follow up on any information that does not appear to be consistent with the instructions or varies significantly from the initial assessment data from Nov 2014.							
Task 10. Prepare report of PPS Current State Financial Status which highlights any areas of concern and includes publicly available information in addition to data provided by participants. Report to be reviewed by Finance Committee and then presented to the Executive Committee.	On Hold	10. Prepare report of PPS Current State Financial Status which highlights any areas of concern and includes publicly available information in addition to data provided by participants. Report to be reviewed by Finance Committee and then presented to the Executive Committee.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 11. Define procedure for ongoing monitoring of financial stability and obtain approval from Executive Body. Monitoring and reporting requirements to be incorporated into the operating agreements with participants of the PPS including protocol for handling non conformance issues.	Completed	11. Define procedure for ongoing monitoring of financial stability and obtain approval from Executive Body. Monitoring and reporting requirements to be incorporated into the operating agreements with participants of the PPS including protocol for handling non conformance issues.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 12. Based upon Financial Assessment and Project Impact Assessment – identify providers (a) not meeting Financial Stability Plan metrics, (b) that are under current or planned restructuring efforts, or that will be financially challenged due to DSRIP projects or (c) that will otherwise be financially challenged and, with consideration of their role in projects, prepare initial Financially Fragile Watch List and obtain approval of Finance Committee. Communication plan for fragile watch list to be developed and documented and approved by the Executive	On Hold	12. Based upon Financial Assessment and Project Impact Assessment – identify providers (a) not meeting Financial Stability Plan metrics, (b) that are under current or planned restructuring efforts, or that will be financially challenged due to DSRIP projects or (c) that will otherwise be financially challenged and, with consideration of their role in projects, prepare initial Financially Fragile Watch List and obtain approval of Finance Committee. Communication plan for fragile watch list to be developed and documented and approved by the Executive	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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Committee.									
Task 13. Develop PPS Financial Stability plan. The plan will include metrics, ongoing monitoring process, and other requirements as part of progressive sanctions by the PPS.	Completed	13. Develop PPS Financial Stability plan. The plan will include metrics, ongoing monitoring process, and other requirements as part of progressive sanctions by the PPS.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 14. Define process for evaluating metrics and implementing a Financial Stability Plan for the initial Fragile Watch List as any partners that subsequently are determined to be at risk.	Completed	14. Define process for evaluating metrics and implementing a Financial Stability Plan for the initial Fragile Watch List as any partners that subsequently are determined to be at risk.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 15. Obtain approval of Finance Committee and other oversight as documented in governance documents.	Completed	15. Obtain approval of Finance Committee and other oversight as documented in governance documents.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 16. Define role of project oversight for the Financial Stability Plan and Distressed Provider Plan. Document the process, including required monitoring and reporting for current and future plans.	Completed	16. Define role of project oversight for the Financial Stability Plan and Distressed Provider Plan. Document the process, including required monitoring and reporting for current and future plans.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 17. Implement PMO oversight for FSP and Distressed Provider Plans – for any active plans identified at during DSRIP implementation phase.	Completed	17. Implement PMO oversight for FSP and Distressed Provider Plans – for any active plans identified at during DSRIP implementation phase.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 18. Outline reporting requirements for initial plan and ongoing monitoring of for Distressed Provider Plan(s) which will include additional metrics and narrative for the provider.	Completed	18. Outline reporting requirements for initial plan and ongoing monitoring of for Distressed Provider Plan(s) which will include additional metrics and narrative for the provider.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	
Task 19. Define process for evaluating metrics and implementing a DPP for Financially Fragile providers. Include process for progressive sanctions as documented in governance materials.	Completed	19. Define process for evaluating metrics and implementing a DPP for Financially Fragile providers. Include process for progressive sanctions as documented in governance materials.	02/01/2016	03/31/2016	02/01/2016	03/31/2016	03/31/2016	DY1 Q4	



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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).	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	YES
Task 1. Assess NY Social Services Law 363-d, determine scope and requirements of compliance program and plan based upon the DSRIP related requirements that are within the scope of responsibilities of the PPS Lead.	Completed	1. Assess NY Social Services Law 363-d, determine scope and requirements of compliance program and plan based upon the DSRIP related requirements that are within the scope of responsibilities of the PPS Lead.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 2. Develop or augment existing written policies and procedures that define and implement the code of conduct and other required elements of the PPS Lead compliance plan that are within the scope of responsibilities of the PPS Lead.	Completed	2. Develop or augment existing written policies and procedures that define and implement the code of conduct and other required elements of the PPS Lead compliance plan that are within the scope of responsibilities of the PPS Lead.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 3. Develop process to ensure PPS network providers have implemented a compliance plan consistent with the NY State Social Services Law 363-d as required for the entire DSRIP contract period.	Completed	3. Develop process to ensure PPS network providers have implemented a compliance plan consistent with the NY State Social Services Law 363-d as required for the entire DSRIP contract period.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 4. Include a provision in the PPS Provider Operating Agreement that the network providers will maintain a current compliance plan to meet NY State Social Services Law 363-d requirements for a provider.	Completed	4. Include a provision in the PPS Provider Operating Agreement that the network providers will maintain a current compliance plan to meet NY State Social Services Law 363-d requirements for a provider.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 5. Put in place a process to required any new policy and procedure added after the initial PPS financial structure is established for DSRIP are reviewed for NY State Social Services Law 363-d.	Completed	5. Put in place a process to required any new policy and procedure added after the initial PPS financial structure is established for DSRIP are reviewed for NY State Social Services Law 363-d.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 6. Obtain Executive Body approval of the Compliance Plan (for the PPS Lead) and Implement.	Completed	6. Obtain Executive Body approval of the Compliance Plan (for the PPS Lead) and Implement.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	



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Milestone #4 Develop a Value Based Payments Needs Assessment ("VNA")	Completed	Administer VBP activity survey to network	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4	YES
Task 1. Develop a VBP Work Group which includes representatives from across the care continuum of PPS system. Provide training on VBP core concepts with experts from region of engaged consultants - see step 3.	Completed	1. Develop a VBP Work Group which includes representatives from across the care continuum of PPS system. Provide training on VBP core concepts with experts from region of engaged consultants - see step 3.	09/01/2015	12/31/2015	09/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 2. Develop VBP Work Group Charter with the primary goal of the AHI PPS VBP Work Group to coordinate outreach and educational initiatives that support VBP arrangements throughout our system.	Completed	2. Develop VBP Work Group Charter with the primary goal of the AHI PPS VBP Work Group to coordinate outreach and educational initiatives that support VBP arrangements throughout our system.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 3. Engage consultants or identify SME (Subject Matter Experts) in PPS region to assist the VBP workgroup as necessary.	Completed	3. Engage consultants or identify SME (Subject Matter Experts) in PPS region to assist the VBP workgroup as necessary.	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 3A. Develop education and communication plan for providers to facilitate understanding of value based payment (VBP), to include levels of VBP, risk sharing, and provider/MCO contracting options.	Completed	3A. Develop education and communication plan for providers to facilitate understanding of value based payment (VBP), to include levels of VBP, risk sharing, and provider/MCO contracting options.	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 4. Develop training materials to be used for provider and PPS stakeholder outreach and educational campaign. Engage consultants as necessary based on expertise and coordinate with other DSRIP work stream leads.	Completed	4. Develop training materials to be used for provider and PPS stakeholder outreach and educational campaign. Engage consultants as necessary based on expertise and coordinate with other DSRIP work stream leads.	11/01/2015	03/31/2017	11/01/2015	03/31/2017	03/31/2017	DY2 Q4	
Task 5. Conduct education and outreach campaign for PPS stakeholders, specifically providers, to increase knowledge among the PPS network of the various VBP models and to enable the PPS to employ those models in a coordinated	On Hold	5. Conduct education and outreach campaign for PPS stakeholders, specifically providers, to increase knowledge among the PPS network of the various VBP models and to enable the PPS to employ those models in a coordinated approach. Existing DSRIP communication channels and best practices for training using various media will be employed	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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approach. Existing DSRIP communication channels and best practices for training using various media will be employed and documented to optimize resources.		and documented to optimize resources.							
Task 6. Develop a stakeholder engagement survey to establish a baseline assessment of the PPS's regional experience and readiness for VBP concepts and contracting. Key areas to assess include the following: degree of experience operating in VBP models and preferred compensation modalities; degree of sophistication in ability to negotiate plan contracts, monitor and report on service types; estimated volume of Medicaid Managed Care spending received by the network, estimate of total cost of care for specific services, provider ability and willingness to take downside risk in a risk sharing arrangement and existing systems in place to support new payment models. This will also be used to evaluate the preferred method of negotiating plan options with Medicaid Managed Care organization and the level of assistance needed to negotiate plan options with Medicaid Managed Care.	Completed	6. Develop a stakeholder engagement survey to establish a baseline assessment of the PPS's regional experience and readiness for VBP concepts and contracting. Key areas to assess include the following: degree of experience operating in VBP models and preferred compensation modalities; degree of sophistication in ability to negotiate plan contracts, monitor and report on service types; estimated volume of Medicaid Managed Care spending received by the network, estimate of total cost of care for specific services, provider ability and willingness to take downside risk in a risk sharing arrangement and existing systems in place to support new payment models. This will also be used to evaluate the preferred method of negotiating plan options with Medicaid Managed Care organization and the level of assistance needed to negotiate plan options with Medicaid Managed Care.	12/01/2015	03/31/2016	12/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 7. Develop detailed plan to perform stakeholder engagement survey to the provider population to determine PPS baseline demographics. Includes developing instructions for survey with examples where possible.	Completed	7. Develop detailed plan to perform stakeholder engagement survey to the provider population to determine PPS baseline demographics. Includes developing instructions for survey with examples where possible.	12/01/2015	09/30/2016	12/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 8. Conduct provider outreach sessions to in conjunction with the survey to supplement the stakeholder engagement survey and engage stakeholders in open discussion.	Completed	8. Conduct provider outreach sessions to in conjunction with the survey to supplement the stakeholder engagement survey and engage stakeholders in open discussion.	12/01/2015	09/30/2016	12/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task	Completed	9. Compile stakeholder engagement survey results and	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4	



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9. Compile stakeholder engagement survey results and findings from provider engagement sessions and analyze findings.		findings from provider engagement sessions and analyze findings.							
Task 10. Develop strategy to engage MCOs in VBP assessment. Legal counsel to be engaged in advance to ensue compliance with regulations throughout discussions and planning.	On Hold	10. Develop strategy to engage MCOs in VBP assessment. Legal counsel to be engaged in advance to ensue compliance with regulations throughout discussions and planning.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 10A. Conduct stakeholder engagement sessions with MCOs to understand potential for contracting with the PPS and discuss potential options and planning process.	On Hold	10A. Conduct stakeholder engagement sessions with MCOs to understand potential for contracting with the PPS and discuss potential options and planning process.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 10B. Review results of MCO discussions and assess need to modify strategy from step 10.	On Hold	10B. Review results of MCO discussions and assess need to modify strategy from step 10.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 11. AHI PPS PPS Board to sign off on preference for PPS central role in contracting.	On Hold	11. AHI PPS PPS Board to sign off on preference for PPS central role in contracting.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 12. Develop initial PPS VBP Baseline Assessment, based on feedback from provider and MCO stakeholder engagement sessions and survey results. Summarize the findings and identify trends and any risks or unexpected issues that arose during the assessment process. Evaluate the responses to ensure the results are representative of regional providers. Review with Finance Committee.	Completed	12. Develop initial PPS VBP Baseline Assessment, based on feedback from provider and MCO stakeholder engagement sessions and survey results. Summarize the findings and identify trends and any risks or unexpected issues that arose during the assessment process. Evaluate the responses to ensure the results are representative of regional providers. Review with Finance Committee.	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4	
Task 13. Circulate the AHI PPS VBP Baseline Assessment for open comment among network providers to help ensure accuracy and understanding.	Completed	13. Circulate the AHI PPS VBP Baseline Assessment for open comment among network providers to help ensure accuracy and understanding.	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4	
Task 14. Update, revise and finalize AHI PPS VBP Baseline Assessment.	Completed	14. Update, revise and finalize AHI PPS VBP Baseline Assessment.	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4	



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Milestone #5 Develop an implementation plan geared towards addressing the needs identified within your VNA	Completed	Submit VBP support implementation plan	04/01/2017	06/30/2017	04/01/2017	06/30/2017	06/30/2017	DY3 Q1	YES
Task 1. Analyze health care bundle populations and total cost of care data provided by the Department of Health (DOH) to identify VBP opportunities that are more easily attainable and prioritize services moving into VBP along with survey results obtained during PPS VPB assessment.	On Hold	1. Analyze health care bundle populations and total cost of care data provided by the Department of Health (DOH) to identify VBP opportunities that are more easily attainable and prioritize services moving into VBP along with survey results obtained during PPS VPB assessment.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 2. Identify VBP accelerators and challenges within AHI PPS related to the implementation of the VBP model, including existing ACO and MCO models with current VBP arrangements, existing bundled payments, or shared savings arrangements.	On Hold	2. Identify VBP accelerators and challenges within AHI PPS related to the implementation of the VBP model, including existing ACO and MCO models with current VBP arrangements, existing bundled payments, or shared savings arrangements.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 3. Align providers and PCMHs to potential VBP accelerators and challenges to identify which providers and PCMHs are best aligned to expeditiously engage in VBP arrangements.	On Hold	3. Align providers and PCMHs to potential VBP accelerators and challenges to identify which providers and PCMHs are best aligned to expeditiously engage in VBP arrangements.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 4. Identify providers and PCMHs within the PPS with the ability to negotiate VBP arrangements and operate in a VBP model. Providers and PCMHs will be divided into three categories (Advanced, Moderate and Low) based on 1) findings derived from the VBP Baseline Assessment, 2) their alignment with VBP accelerators and challenges, and 3) their ability to implement VBP arrangements for more easily attainable bundles of care based on DOH provided data.	On Hold	4. Identify providers and PCMHs within the PPS with the ability to negotiate VBP arrangements and operate in a VBP model. Providers and PCMHs will be divided into three categories (Advanced, Moderate and Low) based on 1) findings derived from the VBP Baseline Assessment, 2) their alignment with VBP accelerators and challenges, and 3) their ability to implement VBP arrangements for more easily attainable bundles of care based on DOH provided data.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 5. Conduct engagement sessions between	On Hold	5. Conduct engagement sessions between 'advanced' providers/PCMHs and MCOs to discuss the process and	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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'advanced' providers/PCMHs and MCOs to discuss the process and requirements necessary for engaging in VBP arrangements.		requirements necessary for engaging in VBP arrangements.							
Task 6. Re-assess capability and infrastructure of providers and PCMHs that have been identified as 'advanced,' in order to assess for strengths and weaknesses in ability to continue as early adopters of VBP arrangements.	On Hold	6. Re-assess capability and infrastructure of providers and PCMHs that have been identified as 'advanced,' in order to assess for strengths and weaknesses in ability to continue as early adopters of VBP arrangements.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 7. Develop a realistic and achievable timeline for "Advanced" providers and PCMHs to become early adopters of VBP arrangements, taking into account the ability to engage in VBP arrangements for the care bundles deemed more attainable and which are supported by DOH data.	On Hold	7. Develop a realistic and achievable timeline for "Advanced" providers and PCMHs to become early adopters of VBP arrangements, taking into account the ability to engage in VBP arrangements for the care bundles deemed more attainable and which are supported by DOH data.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 8. Develop an implementation plan for VPB that includes the infrastructure and processes across the PPS to support the related VPB contract terms.	On Hold	8. Develop an implementation plan for VPB that includes the infrastructure and processes across the PPS to support the related VPB contract terms.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 9. Develop phases 2 and 3 for "Moderate" and "Low" providers and PCMHs to adopt VBP arrangements using lessons learned, and develop early planning states for advanced providers to move into Level 2 arrangements when appropriate.	On Hold	9. Develop phases 2 and 3 for "Moderate" and "Low" providers and PCMHs to adopt VBP arrangements using lessons learned, and develop early planning states for advanced providers to move into Level 2 arrangements when appropriate.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 10. Engage key financial stakeholders from MCOs, PPS and providers to discuss options for shared savings and funds flow. Key elements of this step will include effectively analyzing provider and PPS performance, methods of dispersing shared savings and infrastructure required to support performance monitoring and	On Hold	10. Engage key financial stakeholders from MCOs, PPS and providers to discuss options for shared savings and funds flow. Key elements of this step will include effectively analyzing provider and PPS performance, methods of dispersing shared savings and infrastructure required to support performance monitoring and reporting.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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reporting.									
Task 11. Prepare a VBP Adoption Plan for the PPS outlining the timelines, milestones and risk mitigation plan.	On Hold	11. Prepare a VBP Adoption Plan for the PPS outlining the timelines, milestones and risk mitigation plan.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 12. VPB Adoption Plan to be reviewed by key stakeholders and governing body of the PPS.	On Hold	12. VPB Adoption Plan to be reviewed by key stakeholders and governing body of the PPS.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 13. Plan to be communicated to PPS participants for input and review.	On Hold	13. Plan to be communicated to PPS participants for input and review.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 14. Update, modify and finalize VBP Adoption plan with appropriate approvals.	On Hold	14. Update, modify and finalize VBP Adoption plan with appropriate approvals.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Task 2	Completed	Summarize areas of need for AHI PPS partners in regard to VBP	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 3	Completed	Outline specific activities to address the needs of the AHI PPS partners in VBP	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 4	Completed	Develop VBP Support Implementation Plan taking the information learned from the VNA and identifying specific activities to address the needs	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 5	Completed	Identify opportunities for continuous monitoring of the VBP needs of AHI PPS Partners (Population Health Network (PHN) meetings, VBP workgroup of the PPS Finance Committee, etc.) where feedback on the VBP Support Information Plan will be solicited and any needed updates to the plan can be determined based on said feedback.	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 1	Completed	Analyze the needs of AHI PPS partners that were identified in the Value Based Payment Needs Assessment	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Milestone #6 Develop partner engagement schedule for partners for VBP education and training	Completed	Initial Milestone Completion: Submit VBP education/training schedule Ongoing Reporting: Submit documentation to support implementation of scheduled trainings, including training	01/01/2017	06/30/2017	01/01/2017	06/30/2017	06/30/2017	DY3 Q1	YES



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DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
		materials and attendance sheets through quarterly reports							
Task Task 1	Completed	Collaborate with overlapping PPS' to establish education schedule and topics, by provider type, to ensure a streamlined process for all participating providers	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 2	Completed	Utilize GNYHA VBP Curriculum guide and participate in PPS-wide collaboration meetings to ensure a streamlined implementation process across NYS	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 3	Completed	Begin steps to identify topic experts for presentation of each topic, by provider type, as outlined in the Education Schedule	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Task Task 4	Completed	Develop schedule to implement VBP education sessions, by provider type through DY5	04/03/2017	06/30/2017	04/03/2017	06/30/2017	06/30/2017	DY3 Q1	
Milestone #7 Continue to monitor AHI PPS Partner's needs in support areas related to VBP and provide partners with VBP education and training.	Completed	Continue to monitor AHI PPS Partner's needs in support areas related to VBP and provide partners with VBP education and training.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	YES
Task 7.1-Activate VBP Workgroup of the AHI PPS Finance committee to oversee AHI PPS VBP activities.	Completed	Activate VBP Workgroup of the AHI PPS Finance committee to oversee AHI PPS VBP activities.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.2-Host interactive, LEAN VBP learning exercises at Population Health Network (PHN) partner meetings and AHI PPS governance meetings to further engage partners about their needs in the transition to VBP.	Completed	Host interactive, LEAN VBP learning exercises at Population Health Network (PHN) partner meetings and AHI PPS governance meetings to further engage partners about their needs in the transition to VBP.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.3-Gather additional information on the needs of PPS partners in the transition to VBP by creating, distributing, compiling, and analyzing the results of a secondary VBP Needs Assessment.	Completed	Gather additional information on the needs of PPS partners in the transition to VBP by creating, distributing, compiling, and analyzing the results of a secondary VBP Needs Assessment.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.3A-Create new VBP Needs Assessment	Completed	Create new VBP Needs Assessment	10/01/2017	03/31/2018	10/01/2017	03/31/2018	03/31/2018	DY3 Q4	
Task 7.3B-Distribute new VBP Needs Assessment to AHI PPS partners	On Hold	Distribute new VBP Needs Assessment to AHI PPS partners	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 7.3C-Compile and analyze the results of the new	On Hold	Compile and analyze the results of the new VBP Needs Assessment	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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Adirondack Health Institute, Inc. (PPS ID:23)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
VBP Needs Assessment									
Task 7.3D-Report results of the new VBP Needs Assessment to AHI PPS management team and governing committees.	On Hold	Report results of the new VBP Needs Assessment to AHI PPS management team and governing committees.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 7.3E-Incorporate information learned in the VBP Needs Assessment in future education, training, and support services provided to AHI PPS partner.	On Hold	Incorporate information learned in the VBP Needs Assessment in future education, training, and support services provided to AHI PPS partner.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task 7.4-Implement learning management system to provide AHI PPS partners remote/online training opportunities including material devoted to VBP.	Completed	Implement learning management system to provide AHI PPS partners remote/online training opportunities including material devoted to VBP.	07/01/2017	09/28/2017	07/01/2017	09/28/2017	09/30/2017	DY3 Q2	
Task 7.5-Host training events to further educate AHI PPS partners in the transition to VBP.	Completed	Host training events to further educate AHI PPS partners in the transition to VBP.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.5A-Collaborate with Alliance for Better Health Care (Alliance PPS) and Better Health for Northeast New York (BHNNY PPS) to co-host bi-annual PPS trainings for PPS partners.	Completed	Collaborate with Alliance for Better Health Care (Alliance PPS) and Better Health for Northeast New York (BHNNY PPS) to co-host bi-annual PPS trainings for PPS partners.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.5B-Utilize materials developed by Greater New York Hospital Association (GNYHA) to formulate curriculum of the VBP training events.	Completed	Utilize materials developed by Greater New York Hospital Association (GNYHA) to formulate curriculum of the VBP training events.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.5C-Identify VBP topic experts to aid in content development, panel participation, and presentation of sessions at live training events.	Completed	Identify VBP topic experts to aid in content development, panel participation, and presentation of sessions at live training events.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 7.5D-Develop schedule of education sessions and conduct training events.	Completed	Develop schedule of education sessions and conduct training events.	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4	
Milestone #8 Obtain and develop resources to support AHI PPS partners in the transition to VBP as identified in the VBP Needs Assessment.	Completed	Obtain and develop resources to support AHI PPS partners in the transition to VBP as identified in the VBP Needs Assessment.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	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
Task 8.1-Enhance AHI PPS data analytics resources to assist PPS partners in analyzing VBP arrangements, a key need identified in the VNA, including the development of reporting tools, scorecards, and expanding the data analysis team.	Completed	Enhance AHI PPS data analytics resources to assist PPS partners in analyzing VBP arrangements, a key need identified in the VNA, including the development of reporting tools, scorecards, and expanding the data analysis team.	07/01/2018	09/28/2018	07/01/2018	09/28/2018	09/30/2018	DY4 Q2	
Task 8.2-Implement population health data analytics platform to enhance data capabilities of the PPS and develop functionality to assist partners with data needs.	Completed	Implement population health data analytics platform to enhance data capabilities of the PPS and develop functionality to assist partners with data needs.	07/01/2018	09/28/2018	07/01/2018	09/28/2018	09/30/2018	DY4 Q2	
Task 8.3-Expand care management training resources and develop Transition of Care model to educate PPS partners in Care Management, a key VBP transition need identified in the VNA.	Completed	Expand care management training resources and develop Transition of Care model to educate PPS partners in Care Management, a key VBP transition need identified in the VNA.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.3A-Gather additional material from partners on state of current care management practices.	Completed	Gather additional material from partners on state of current care management practices.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.3B-Host care management education workshop open to all PPS Partners to learn about new or additional care management best practices.	Completed	Host care management education workshop open to all PPS Partners to learn about new or additional care management best practices.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.3C-Utilize LEAN workgroups of PPS partners to identify gaps in care.	Completed	Utilize LEAN workgroups of PPS partners to identify gaps in care.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.3D-Combine information gathered from partners current state of care management, and the gaps of care discovered in LEAN workgroups, to develop Transition of Care model to guide PPS partners in care management best practices.	Completed	Combine information gathered from partners current state of care management, and the gaps of care discovered in LEAN workgroups, to develop Transition of Care model to guide PPS partners in care management best practices.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.3E-Provide follow up educational session to	Completed	Provide follow up educational session to solidify Transition of Care practices and solutions.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 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
solidify Transition of Care practices and solutions.									
Task 8.4-Facilitate relationships between providers and CBOs where collaboration is needed to improve provider care, increase patient engagement, and address Social Determinants of Health.	Completed	Facilitate relationships between providers and CBOs where collaboration is needed to improve provider care, increase patient engagement, and address Social Determinants of Health.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.4A-Designate PPS partners who show leadership in addressing social determinants of health as Cultural Competency and Health Literacy (CCHL) champions.	Completed	Designate PPS partners who show leadership in addressing social determinants of health as Cultural Competency and Health Literacy (CCHL) champions.	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4	
Task 8.4B-Build referral network between CBOs and clinical partners	Completed	Build referral network between CBOs and clinical partners	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.4C-Continue to host regional in-person CCHL training workshops to educate PPS partners on social determinants of health.	Completed	Continue to host regional in-person CCHL training workshops to educate PPS partners on social determinants of health.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.4D-Implement Community Health Navigator platform which will connect care managers with the resources available to better help those in need and better integrate CBOs into the IDS.	Completed	Implement Community Health Navigator platform which will connect care managers with the resources available to better help those in need and better integrate CBOs into the IDS.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	
Task 8.4E-Address gaps in linking providers to CBOs in order to address Social Determinants of Health aspects of Level 2 or Level 3 VBP arrangements.	Completed	Address gaps in linking providers to CBOs in order to address Social Determinants of Health aspects of Level 2 or Level 3 VBP arrangements.	07/01/2018	09/30/2018	07/01/2018	09/30/2018	09/30/2018	DY4 Q2	

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.



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize PPS finance structure, including reporting structure	jquintal	Other	23_DY4Q4_FS_MDL31_PRES1_OTH_DY4Q4_Fin_Sus_M1_Ongoing_Reporting_25501.docx	DY4Q4 Fin Sus M1 Ongoing Reporting	04/30/2019 09:50 AM
Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	jquintal	Other	23_DY4Q4_FS_MDL31_PRES2_OTH_DY4Q4_Fin_Sus_M2_Ongoing_Reporting_25502.docx	DY4Q4 Fin Sus M2 Ongoing Reporting	04/30/2019 09:50 AM
Finalize Compliance Plan consistent with New York State Social Services Law 363-d	jquintal	Other	23_DY4Q4_FS_MDL31_PRES3_OTH_NYS_OMIG_Social_Services_Law_2018_25506.pdf	NYS OMIG Social Services Law 2018	04/30/2019 09:52 AM
	jquintal	Other	23_DY4Q4_FS_MDL31_PRES3_OTH_DY4Q4_Fin_Sus_M3_Ongoing_Reporting_25505.docx	DY4Q4 Fin Sus M3 Ongoing Reporting	04/30/2019 09:51 AM
	jquintal	Other	23_DY4Q4_FS_MDL31_PRES3_OTH_DRA_Certification_2018_25504.pdf	DRA Certification 2018	04/30/2019 09:51 AM
Develop a Value Based Payments Needs Assessment ("VNA")	jquintal	Other	23_DY4Q4_FS_MDL31_PRES4_OTH_DY4Q4_Fin_Sus_M4_Ongoing_Reporting_25507.docx	DY4Q4 Fin Sus M4 Ongoing Reporting	04/30/2019 09:53 AM
Develop an implementation plan geared towards addressing the needs identified within your VNA	jquintal	Other	23_DY4Q4_FS_MDL31_PRES5_OTH_DY4Q4_Fin_Sus_M5_Ongoing_Reporting_25508.docx	DY4Q4 Fin Sus M5 Ongoing Reporting	04/30/2019 09:54 AM
Develop partner engagement schedule for partners for VBP education and training	jquintal	Other	23_DY4Q4_FS_MDL31_PRES6_OTH_DY4Q4_Fin_Sus_M6_Ongoing_Reporting_25509.docx	DY4Q4 Fin Sus M6 Ongoing Reporting	04/30/2019 09:55 AM
Continue to monitor AHI PPS Partner's needs in support areas related to VBP and provide partners with VBP education and training.	jquintal	Other	23_DY4Q4_FS_MDL31_PRES7_OTH_DY4Q4_Fin_Sus_M7_Ongoing_Reporting_25510.docx	DY4Q4 Fin Sus M7 Ongoing Reporting	04/30/2019 09:55 AM
Obtain and develop resources to support AHI PPS partners in the transition to VBP as identified in the VBP Needs Assessment.	jquintal	Other	23_DY4Q4_FS_MDL31_PRES8_OTH_DY4Q4_Fin_Sus_M8_Ongoing_Reporting_25511.docx	DY4Q4 Fin Sus M8 Ongoing Reporting	04/30/2019 09:56 AM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Finalize PPS finance structure, including reporting structure	
Perform network financial health current state assessment and develop financial sustainability strategy to address key issues.	
Finalize Compliance Plan consistent with New York State Social Services Law 363-d	
Develop a Value Based Payments Needs Assessment ("VNA")	
Develop an implementation plan geared towards addressing the needs identified within your VNA	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Develop partner engagement schedule for partners for VBP education and training	
Continue to monitor AHI PPS Partner's needs in support areas related to VBP and provide partners with VBP education and training.	
Obtain and develop resources to support AHI PPS partners in the transition to VBP as identified in the VBP Needs Assessment.	

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	



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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.

AHI PPS has completed many of the milestones for the financial sustainability work stream including finalizing the finance and reporting structure, completing the network financial health assessment and sustainability strategy, and developing a compliance plan, but there remain challenges for AHI PPSs to assess and monitor the financial health of the PPS providers and to establish the role of AHI PPS in leading the transition to value based payment. These challenges include the following:

- Obtaining partner participation buy-in as AHI PPS moves from engagement to implementation phase of the project plans;
- Finding appropriate resources to analyze and validate data related to project performance;
- Determining whether AHI PPS is properly positioned to fully support financially fragile providers who are critical to the success of the PPS;
- Transitioning to value base payment is not accepted by the PPS partners at the pace required to meet DSRIP timelines;
- Resource limitations of PPS Partners, especially smaller entities, may prevent the entities from investing required resources needed to participate in the PPS and provide timely/adequate information;
- Developing a single plan that meets the needs of a wide range of partners, covering a large geographic area, where significant differences can exist from region to region within the service area; and
- Expertise on components of the DSRIP strategy, in particular VBP methods, not readily available or attainable to meet DSRIP timeline.

The challenges listed above will be mitigated in the following ways:

- AHI PPS will leverage the systems that will be used to measure and monitor DSRIP project performance and incorporate financial metrics in agreements with providers to monitor the financial health of the PPS providers.
- AHI PPS is developing tools that will be used to disseminate information, collaborate with participants, collect data, provide transparency, and timely quarterly reporting on the DSRIP projects internally to PPS and to NYSDOH.
- AHI PPS is developing a communications strategy to provide timely and clear information flow to PPS providers to garner support and active participation in meeting DSRIP project requirements and earning the full DSRIP payment.
- The AHI PPS funds distribution plan will be transparent to the providers and ensure that all plan requirements and related processes and payment schedules are clearly understood and communicated regularly.
- Through educational campaigns, AHI PPS will address the objectives of value based payment models, as well as the possible implications of engaging in value based payment arrangements, so providers can make informed decisions.
- AHI PPS will engage partners to develop a flexible, multi-phased approach to contracting on a VBP basis that also allows for AHI PPS providers with longstanding relationships to contract directly with the regions MCOs.
- AHI PPS will examine opportunities to facilitate and support contract negotiations between AHI PPS providers and MCOs to the greatest extent.
- AHI PPS will leverage existing relationship with Adirondack ACO and the Medical Home Pilot to further support contract negotiations between AHI



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PPS providers and MCOs.

✓ IPQR Module 3.4 - Major Dependencies on Organizational Workstreams

Instructions :

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

The financial stability workstream is dependent on the progress of several related workstreams in order to achieve successes. Those workstreams that share interdependencies in key areas with financial stability are outlined below.

- Governance – A fully supportive governance process is essential to establishing the role of the AHI PPS as the PPS Lead. In addition, fully established roles within the governance structure for Finance, Compliance and Audit will inform and drive the finance committee charter, its oversight of the finance function and approach to funds flow. There will be specific situations that will require board communications and/or approvals when significant risk is involved. We anticipate that our PPS governance may need to be modified based on the results of VBP planning activities.
- DSRIP Network Capabilities and Project Implementation - The successful implementation of the AHI PPS value based reform strategy, and execution of value based contracts, will require a developed and functioning integrated delivery network and buy-in of the network partners to the value based payment strategy. Transparency and strong communication strategies will be important at all phases on the DSRIP program.
- Reporting Requirements – The DSRIP process has extensive reporting requirements linked to DSRIP payments – such as quarterly reports from network partners is a dependency for processing and receiving timely payments to partners. This reporting is dependent upon input and submission of reports and data from the individual network providers as well as other sources of data that will require the PPSs IT function to access.
- DSRIP Projects – The AHI PPS finance function must have an understanding of projects selected and participation level of providers for each (Provider Participation Matrix) in order to develop a meaningful funds plan for the PPS. In addition, the PPS and the providers must understand project costs, impacts and other needs as part of their process of evaluating financial stability and impact going forward.
- HIT – This workstream will be essential to providing technology to access data, including a financial reporting system, as well as the technology for reporting project level performance data that is closely linked to the payments received for DSRIP projects. The extent of the role of IT for the PPS Lead and the PPS itself is expected to evolve throughout the DSRIP period which will require adaptive strategies throughout the work streams, including the finance areas of funds flow, budgeting and value based payment initiatives.
- Workforce – The relationship between the finance and workforce workstreams is crucial to direct funds to providers for training/retraining, recruitment, and redeployment. Finance works closely with the workforce workstream to process payments to providers that have been approved by the workforce workgroups and committee. Finance will also communicate all spending related to workforce to ensure that the appropriate data related to the workforce strategy and impact is being gathered and reported to meet the DSRIP requirements.



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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
Chief Financial Officer	Sarah Wright	Responsible for development and management of the Finance Office and its specific functions. The individual will provide guidance and oversight around the Funds Flow Plan, the Financial Stability Plan, and other relevant processes. The responsibilities include ensuring that funds are managed and distributed according to the approved plan, that reporting requirements are met and that communication regarding the Finance related functions is timely and accurate.
Finance Manager	Peter Oldytowski	Responsible for the daily operation of the Finance Office, including programmatic development of the infrastructure tools critical to the Funds Flow Plan and the related banking, accounts payable and general ledger functions.
Financial Analyst	Kaeleen Bowe	Responsible for assisting in the continuity of operations of the data aspects of the Finance Office and providing assistance to the Finance Office as it relates to data analysis, acquisition and reporting. This position will be responsible for developing and distributing the defined report data set(s) to the designated stakeholders as well as supporting the processing of funds flow to partners.
Accounts Payable Staff	AHI Staff	Responsible for the day-to-day operations of the Accounts Payable function, including updating policies and procedures, monitoring the accounts payable system, and developing protocols around reporting and AP check write related to the DSRIP funds distribution.
Contracts Manager	Justine Mosher	This position will be responsible for working with the CFO to coordinate the contracting process between the PPS and the network providers.
Accounts Receivable Staff	AHI Staff	Responsible for the day-to-day operations of the Banking function, including the processing of the DSRIP funds received from DOH and reporting of the status of funds expected and received as well as reconciliation of bank related statements.



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
Chief Compliance Officer	Jeff Hiscox	Will oversee the development and implementation of the compliance plan of the PPS Lead and related compliance requirements of the PPS as they are defined. Scope would include the PPS Lead compliance plan related to DSRIP. The compliance role should report to the Executive Body.
Audit	Cohn Reznick	External auditors reporting to the Finance Committee. The firm will perform the audit of the PPS and PPS Lead related to DSRIP services according to the audit plan approved by the Finance Committee and Executive Body



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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		
Kate Clark	Chief Administrative Officer	The Chief Administrative Officer has overarching responsibility for oversight of operational and programmatic aspects of the DSRIP initiative for the PPS.
Kate Clark	Project Management Office	PMO oversight and leadership for finance related projects, VBP strategy, and for the overall implementation plan deliverables that affect finance function reporting
Project Champions	DSRIP Project Leads	Collaboration with finance re: PPS Project Implementation, status of project, reporting required to meet DOH requirements,
Jeff Hiscox	PPS Compliance Committee PPS Compliance Officer	Oversight of PPS Compliance Plan and related training, education, and reporting requirements of the plan
Finance Committee Chair	PPS Finance Committee	Board level oversight and responsibility for the PPS Finance function; Review and approval of finance related policies and procedures; oversight of PPS Lead role, responsibilities and deliverables; oversight of audit and compliance related processes
Jennette Hubinger - HR Manager Margaret Vosburgh - CEO Pinnacle Human Resources, LLC	PPS Human Resources	HR related functions of PPS for its employees and guidance related to the PPS workforce strategies. HR Manager and contracted HR support reports directly to AHI PPS CEO.
StoredTech	PPS IT Consultants	Information Technology related requirements for the finance function; access to data for the finance function reporting requirements
CEOs of PPS Network Partners	Network Finance Partners	PPS Network Provider partners' CEOs are responsible for their organization's execution of their DSRIP responsibilities, they will contribute to the success of the finance function and finance related strategies
CFO/Finance Team of PPS Network Partner	Network Finance Partners	Primary contact for the PPS Lead finance function for conducting DSRIP related business and responsible for their organization's execution of their DSRIP related finance responsibilities and participation in finance related strategies
Boards of Directors for PPS	Governance	PPS Network Provider partners' BOD have overall responsibility for their organizations' execution of their DSRIP responsibilities, they



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Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
		will contribute to the success of the finance function and finance related strategies
Bob Cawley	Chief Information Officer	Directs, plans, organizes and controls all activities of the PPS Information Services Department to ensure the effective and efficient operation of all systems, applications, reporting and analytic processes.
Dwane Sterling	PPS Technology Director	Data security and confidentiality plan, Data exchange plan.
Pam Wilkes	PPS VBP Consultant	Provide expertise and leadership in the transition to a Value Based Payment structure throughout the Integrated Delivery System including assisting in developing new clinical models to integrate care and reduce costs, evaluate network committee, and educates independent physician groups in risk contracting.
External Stakeholders		
Stephen Schwartz, CohnReznick External Audit Function	External Audit Function	External Audit Function
MCOs and other payers	MCOs and other payers identified by PPS for pursuit of PPS Value based reform strategies	The PPS Lead and PPS will have responsibilities related to implementing the PPSs value based strategy, the contracting process, and implementation / administration of executed value based agreements.
NY DOH	NY DOH defines the DSRIP requirements	The PPS Lead and PPS finance function has responsibility for the overall administration of DSRIP reporting to DOH and the funds flow process
Community Representatives	Community Representatives	Community needs and interests are significant influencers of DSRIP projects and will contribute to the adoption and buy-in across the network. Communication regarding DSRIP status, results, and future strategies will be important to maintain their contribution and influence.
Government Agencies / Regulators	Government Agencies / Regulators	County and State agencies and regulatory bodies will have oversight and influence in a number of DSRIP related areas - including the importance of waivers or regulatory relief, construction / renovation projects, and other items related to DSRIP. Communication with them regarding DSRIP status, results, future strategies and their role in DSRIP success will be important.
Medicaid Managed care Plans	Responsible for contracting with AHI PPS and individual providers on a VBP basis.	These will be determined pursuant to the development of AHI PPS' s Baseline Assessment and VBP Adoption Plan.
HIV Special Needs Plans	Responsible for contracting with AHI PPS and individual providers on a VBP basis for the HIV population specialty chronic population.	These will be determined pursuant to the development of AHI PPS' s Baseline Assessment and VBP Adoption Plan.



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Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities



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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 development of shared IT infrastructure and data communications strategy across AHI PPS PPS will support the AHI PPS Finance Office and our work on the financial sustainability of the network by providing the network partners with capability for sharing and submitting reports and data pertaining to project performance and other DSRIP related business in a secure and compliant manner. We intend to link to the performance reporting mechanisms that will be utilized across the PPS to provide our finance team with current data that may be utilized to track project performance levels and expected DSRIP payments.

Other shared IT infrastructure and functionality across the PPS that will support or contribute to the success of the AHI PPS Finance Office includes:

- Population Health systems or technology that will support the need to access and report on data related to clinical services and outcomes – for DSRIP required metrics and to meet the needs under value based payment arrangements.
- Care Coordination technology and systems that supports broad network integration of services and health management capabilities.
- Communications platform to disseminate and accumulate information with our partners
- Leveraging existing medical home infrastructures
- Reporting and project management tool to collaborate and maintain transparency with our network partner

As DSRIP PPS plans develop, certain components of the IT infrastructure will be developed to be centralized with the PPS lead, some with will decentralized across providers or groups of providers and some may be centralized with the DOH and other third parties. The outcome of these decisions will impact significantly several facets of the AHI PPS DSRIP implementation plans.

The NYS CRFP initiated in conjunction with DSRIP will impact the IT infrastructure for the various work streams as funding for IT capital was requested by multiple AHI PPS providers and the AHI PPS. A population health management platform, EHR systems, tele health and other health data management software are among the capital requests. The results of the CRFP awards will impact the related DSRIP projects in terms of both funding and planning.

✅ IPQR Module 3.8 - Progress Reporting

Instructions :

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

We will align our PPS financial management and sustainability progress reporting with the reporting and oversight structures in place for the DSRIP projects, through the AHI PPS PMO. The PMO will be responsible for monitoring progress against project requirements and process measures at a provider level, and the preparation of status reports for the quarterly reporting process for DOH. We will leverage this process and integrate where



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feasible, the financial reporting that we require in order to be able to monitor and manage the financial health of the network over the course of the DSRIP program.

The AHI PPS Finance Office will be responsible for consolidating all of the specific financial elements of this project reporting into specific financial dashboards for the AHI PPS Board and for the tracking of the specific financial indicators we are required to report on as part of the financial sustainability assessments and the ongoing monitoring of the financial impacts of DSRIP on the providers. Through ongoing reporting, if a partner trends negatively or if the financial impacts are not in line with expectations, the AHI PPS Finance Office will work with the provider in question to understand the financial impact and develop plans for corrective action.

The AHI PPS Finance Office will provide regular reporting to the Finance Committee, Executive Body and network partners as applicable regarding the financial health of the FHPP and updates regarding the Financially Fragile Watch List and the Distressed Provider Plans currently in place.

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.	09/01/2015	12/21/2015	09/01/2015	12/21/2015	12/31/2015	DY1 Q3	YES
Task Develop metrics to evaluate and monitor ongoing impact of cultural competency / health literacy initiatives. Progress against these metrics will be evaluated on a semi-annual basis and results will be published.	Completed	Evaluate	09/01/2015	12/21/2015	09/01/2015	12/21/2015	12/31/2015	DY1 Q3	
Task By utilizing Community and Beneficiary Committee and the Workforce committee, with guidance from the Training and Resources Workgroup, the AHI PPS will ensure	Completed	Diverse Representation	09/01/2015	12/21/2015	09/01/2015	12/21/2015	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
representation from a diverse group of stakeholders (providers, CBO, behavior health, education, local organizations) overseeing cultural competency and health literacy strategy.									
Task Building on the Community Needs Assessment, conduct analysis to confirm key priorities for the AHI PPS in terms of health disparities between different cultural, socioeconomic and age groups. This will include an analysis of the driving factors behind these poorer outcomes, and the drivers of inappropriate or under-use of services by specific populations. The focus groups and survey conducted with beneficiaries in the 2. d. i. project will be shared to inform cultural differences across the region and health literacy needs of the Medicaid population to be served.	Completed	Conduct Analysis	09/30/2015	12/21/2015	09/30/2015	12/21/2015	12/31/2015	DY1 Q3	
Task Building on the initial assessment carried out for the DSRIP application, assess cultural competency needs at the provider level. This gap analysis will compare the priority patient groups and health disparities with the facilities and services available at a provider / site level, as well as the linguistic capabilities of individuals at those providers. The analysis will also consider the role of CBOs and the capabilities available through our CBO partners. This analysis will be used to identify key targets (i.e. providers and/or geographic areas where the cultural competency of providers is in need of additional supports and resources). The assessment will cover: the patient environment; the simplicity / accessibility of services; and the extent to which existing community groups are actively promoting and/or providing services.	Completed	Assess Cultural	09/30/2015	12/21/2015	09/30/2015	12/21/2015	12/31/2015	DY1 Q3	
Task Determine Standards	Completed	Determine Standards	11/01/2015	12/21/2015	11/01/2015	12/21/2015	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
The Community and Beneficiary Engagement Committee and the Workforce Committee will determine the AHI PPS standards for culturally and linguistically appropriate services (building on national standards). These two groups will consider relevant evidence-based clinical and/or programmatic approaches for target communities, such as disease risk factors for specific ethnic/racial groups, cultural issues that impact adherence rates, psycho-social stressors, nutritional regimens that match ethnic traditions and/or financial affordability, and implicit biases in assessing patients. These standards will be approved by other PPS committees as deemed appropriate and by the Leadership Board.									
Task Develop communications and engagement approach to build provider/partner buy-in to improve cultural competency and accessibility of services/facilities.	Completed	Develop approach	11/01/2015	12/21/2015	11/01/2015	12/21/2015	12/31/2015	DY1 Q3	
Task The Community and Beneficiary Engagement Committee and the Workforce Committee will share the Cultural Competency / Health Literacy Strategy with patient groups, CBOs, and PPS provider network.	Completed	Share Strategy	11/01/2015	12/21/2015	11/01/2015	12/21/2015	12/31/2015	DY1 Q3	
Task Develop literature / material designed to improve health literacy of target populations of attributed members, with specific reference to the availability of services and the most appropriate ways to access / navigate the health system; develop plan to disseminate this material in PPS learning collaborative with providers within the network identified as having best practices in in cultural competency.	Completed	Develop Materials	11/01/2015	12/21/2015	11/01/2015	12/21/2015	12/31/2015	DY1 Q3	
Milestone #2	Completed	This milestone must be completed by 6/30/2016. Cultural	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	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
Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).		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							
Task Based on gap assessment and the adopted standards/approaches/strategies, develop a plan for competency/health literacy trainings that addresses needs, scope and goals including targeted sites, potential for telemedicine utilization and preferred mode of training dissemination such as a learning management system (Moodle).	Completed	Develop Plan	02/01/2016	06/30/2016	02/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Identify cultural competency 'champions' throughout the AHI PPS network and corresponding points of contact with CBO partners; identify organizations/individuals interested in Train the Trainer approach.	Completed	Identify Champions	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task In collaboration with CBOs, and PPS partners, the Community and Beneficiary Engagement Committee and the Training and Resources Workgroup will review evidence based training interventions that are effective in improving ccultural competency, with a particular focus on the specific cultural/socio-demographic groups identified above.	Completed	Review Trainings	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Utilizing the evidence base, the Community and Beneficiary Engagement Committee and the Training and Resources Workgroup will oversee training development for frontline practitioners	Completed	Oversee Training	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
focused on the core competencies and skills required to deliver culturally competent, health literate care (with specific reference to the patient populations identified as priorities above).									
Task In conjunction with Step 4, the Community Beneficiary Engagement Committee and the Training and Resources Workgroup will incorporate trainings into Workforce Training Strategy. In Workforce Implementation Plan Milestone "Develop Training Strategy" Steps 3, 4 and 5 outline how the strategy will be developed and how the effectiveness will be measured.	Completed	Incorporate Training	02/01/2016	06/30/2016	02/01/2016	06/30/2016	06/30/2016	DY2 Q1	

IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
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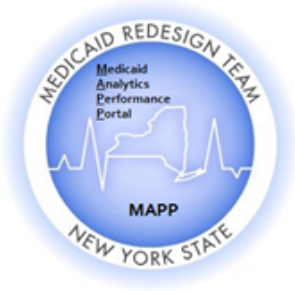
No Records Found

Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Finalize cultural competency / health literacy strategy.	jquintal	Other	23_DY4Q4_CCHL_MDL41_PRES1_OTH_DY4_Q4_CCHL_Ongoing_Reporting_Narrative_041219_24601.docx	DY4 Q4 CCHL Ongoing Reporting Narrative_041219	04/18/2019 02:30 PM

Prescribed Milestones Narrative Text

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



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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.

A component of success of many of the work streams is dependent upon effective communication and active engagement by the participants.

The risks associated with Cultural Competency and Health Literacy are:

Communication:

- Ineffective communication by providers and lack of comprehension by the patient, coupled in some cases by cultural barriers, can create miscommunication and have a negative impact on health outcomes.

Partner/Practitioner Engagement:

- Large geographic region makes in-person training and education prohibitive.
- Limited provider and staff time availability for training to carry out the Cultural Competency and Health Literacy Initiatives.
- Sustaining active participation in health literacy and cultural competency trainings
- As the PPSs health disparities are socioeconomic, age related, and disabilities, there can be a lack of understanding by providers about "cultural" differences or buy in that there is a need for training.

These risks will be mitigated by:

- Dissemination of gap assessment results to the Regional Health Improvement Team Leaders, the project Team Leaders, and to the AHI PPS Steering Committee, along with general media public service announcements, will heighten awareness about the importance of clear understanding and communication between providers and patients and the potential impact on outcomes. The AHI PPS will undertake a comprehensive training program for providers through identifying and developing champions and trainers in their own organizations to increase their knowledge and efficacy related to Cultural Competency and Health Literacy. Resources, literature and materials will be made available to providers to ensure accurate, timely health literate, culturally sensitive information is provided to patients.
- Using on-demand web based learning platforms and other methods that bring training to the provider will make it easier for providers to access training at their convenience in their offices or at home eliminating travel time and expense.
- Creating a regional, systemic approach for small practices with frequent staff turnover for ongoing training support to ensure health literacy and cultural competency principles are incorporated in the practice.
- The AHI PPS is developing a comprehensive training strategy that provides education at all levels in all PPS partner organizations – administrative, provider and front line staff – to introduce these concepts and link them with patient outcomes. AHI PPS conducted a survey of all PPS partners to better understand existing CC&HL activities and training. AHI PPS will capitalize on partner organizations that have already established strong CC&HL programs by incentivizing them through the contracting process as Champions to help bring these concepts to others in more of a peer to peer model.



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✓ 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 Competency and Health Literacy is woven throughout several workstreams. As the core of this initiative is training, thereby requiring efficient planning and implementation with the Workforce workstream as well as the Practitioner Engagement workstream.

This initiative is also interdependent with Project 2.d.i - Patient Activation. As patients become informed, activated and engaged in their health, their confidence and efficacy in communicating their needs to their providers will increase. The PPS will prepare providers with skills and techniques through training and education, along with resources and materials to meet the needs of their patients. Patients will be completing PAM [Patient Activation Measure] tools and will receive referral to providers and CBOs for services.

There is also an interdependency with the development of the Population Health Management system. Demographic and community health data will drive the direction for trainings to be sure that providers and CBOs can be effective and serve patient need.



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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
AHI PPS Community and Beneficiary Engagement Committee Chair/ Project 2.d.i (Patient Activation) Champion	Crystal Carter, Clinton County Office for the Aging	Responsible for review and approval of strategy and deliverables
Workforce Committee Chair	Diane Wildey, SUNY Adirondack	Responsible for review and approval of strategy and deliverables
Community and Beneficiary Engagement Committee	Tess Barker President & Chief Executive Officer Planned Parenthood of the North Country New York; Jocelyn Blanchard, Director of Navigator Services Southern ADK Independent Living; Sr. Charla Commins, Executive Director Catholic Charities of Saratoga, Warren & Washington counties; Kim Cook, Director Open Door Mission; Michael Countryman, Executive Director The Family Counseling Center of Fulton County; Janet Mann, Care Mgt Support Coordinator Northern ADK Medical Home, Adirondacks ACO; Claire Murphy, Executive Director, Washington County EOC; Cynthia Nassivera-Reynolds, VP Transformation and Clinical Quality, Hudson Headwaters Health Network, Adirondacks ACO	Includes representatives from community based organizations, public agencies, and clinical provider organizations, as well as community members/project beneficiaries who guide the development and implementation of the PPS CCHL strategies, PPS Community Engagement plan, Project 2.d.i: Patient Activation activities, and other activities intended to engage community members in PPS initiatives
Workforce Committee	Includes 17 Individuals including: Chair, Diane Wildey (Dean of Special Academic Services, SUNY Adirondack Health), Linda Beers (Essex County Public Health), Jill Borgos (Empire State College), Kyle Brock (Glens Falls Hospital), Debbie Couture (Behavioral Health Services North), Becky Leahy (North Country Home Services), Mark Lukens, Behavioral Health Services North), Elizabeth Parsons (Fort Hudson Health System), Sadie Spada (The Adirondack Arc), Kathy Tucker (1199 SEIU), Thomas Gosrich (CVPH).	Includes representatives from human resources, finance, administration from , educational institutions, , health care organizations representing primary care, acute care, home care, long term care services, public health departments as well as union representatives and AHI staff who will define how and by whom any decisions around resource availability, allocation, training, redeployment and hiring will be made and signed off on.
Training and Resources Workgroup	Workgroup Leader: Diane Wildey (Dean Special Academic Services, SUNY ADK), and includes other interested parties related to training needs and strategies	Responsible for a comprehensive set of strategies for successful implementation of the workforce transformation agenda related to training needs, including informing and guiding development and implementation of the CCHL Training Strategy. Identify training gaps and key training resources available to achieve success in



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		implementation plan activities.
AHI Executive Director-Community Engagement and Workforce Initiatives	Jennifer Regan, AHI	Provide oversight and input in to the development of CCHL initiatives.
AHI Workforce Manger	Kelly Owens, AHI	Responsible for incorporating Cultural Competency and Health Literacy into Workforce initiatives
AHI Community Engagement Manager	Jessica Chanese, AHI	Responsible for 2.d.i implementation and assuring that Cultural Competency and Health Literacy principles are integrated into the project implementation
Workforce Coordinators	Chelsea Truehart and Jessica Maguire	Assist with implementation of workforce deliverables and managing workforce workgroup initiatives, including those related to the CCHL workstream.
Community Engagement Coordinator & Facilitators	Melissa Davey, Amber Guyette, Victoria Knierim	Assist with implementation of Project 2.d.i: Patient Activation and CCHL deliverables, as well as other community engagement initiatives



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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		
Eric Burton	CEO, AHI	Oversight in overall PPS activities
Sarah Wright	CFO, AHI	Oversight in overall PPS activities
AHI Cultural Competency and Health Literacy Task Force (Phil Kahn, Communications Coordinator; Megan Thompson, Donna Gallup, EASE Coordinator; Melissa Davey, Community Engagement Coordinator, JP Quintal; Performance Delivery Specialist)	Model implementation of CCHL strategies internally	Recommend and guide activities to align AHI internal practices with DSRIP CCHL workstream principles
PPS Community Based Organizations: Including but not limited to North Country Healthy Heart Network, Adirondacks ACO, Open Door Mission, Prevention Councils for all counties, Glens Falls, Plattsburgh, Malone, Essex, and Saratoga housing authorities, Moreau Community Center, and Catholic Charities	Help develop and execute workstream; recipients of educational programs	Subject matter expert, patient liaison; commit to and continually improve cultural competency initiative
PPS Clinical Providers and staff, including but not limited to those at Glens Falls Hospital, Adirondack Health, UVHN: Alice Hyde, CVPH, Elizabethtown Community Hospital) ; HHHN; BHSN; Citizen Advocates	Help develop and execute workstream; recipients of educational programs	Subject matter expert, patient liaison; commit to and continually improve cultural competency initiative
PPS public sector Agencies at state and local levels: Including but not limited to Clinton County: OFA, DSS, CSB, Mental Health; Essex County CSB, Mental Health, Public Health; Franklin County CSB, Public Health, OFA; Hamilton County CSB, Mental Health, Public Health; Fulton County Public Health, Mental Health; Saratoga County Mental Health; Warren County CSB, Mental Health; Washington County CSB, Mental Health, Public Health	Help develop and execute workstream; recipients of educational programs	Subject matter expert, patient liaison; commit to and continually improve cultural competency initiative
External Stakeholders		



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Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
Wilma Alvarado-Little, AlvaradoLittle Consulting, LLC	Consultant for CCHL strategy and CCHL training strategy development	Provides guidance and content to inform development of both the AHI PPS CCHL Strategy and AHI PPS CCHL Training Strategy
Clinical providers, community based organizations, and public agencies not associated with the PPS	Recipients of information, community/patient liaisons source of feedback	Participate in community forums, surveys, focus groups or other opportunities to contribute feedback
Patients and caregivers; other community members	Recipient of information/improved services, participate in focus groups and other contributions to design initiative	Participate in community forums, surveys, focus groups or other opportunities to contribute feedback
Training Vendors (TBD)	Training Vendor	Assist with coordination, development, and delivery of training activities as guided by the PPS training strategy and Training and Resources Workgroup with project manager input.



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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.

Interoperable IT infrastructure will support the Cultural Competency and Health Literacy initiative. The PPS will be able to monitor, review and analyze the demographics for the people that are being served to be sure that appropriate interventions are being developed. If demographics shift, the Project Team and Workforce Committee will be able to develop appropriate training and education materials to address the changes. The interoperable systems will enable collecting utilization data and tracking outcomes for our target population.

✅ IPQR Module 4.8 - Progress Reporting

Instructions :

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

The AHI PPS will update the demographic information for the PPS region annually, including specific health disparities identified in the CNA and the gap analysis, to track any potential changes in the population over time.

The Community and Beneficiary Engagement Committee and Workforce Committee will develop metrics to track the effectiveness of the initiatives. These will include patient outcomes, evaluation results from trainings, and results from the focus groups and surveys as well as patient satisfaction results.

IPQR Module 4.9 - IA Monitoring

Instructions :



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

DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

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.	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task 5. Map future state needs articulated in IT Strategic Plan against readiness assessment in order to identify key gaps in IT infrastructure, data sharing and provider capabilities	Completed	Identify key gaps	11/12/2015	09/30/2016	11/12/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 1. Establish IT Governance Structure	Completed	Establish structure	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. Conduct IT Readiness Survey and analyze results (survey to include readiness for data sharing at the provider level and a mapping of the various systems in use throughout the network and their potential interoperability)	Completed	Readiness Survey	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 3. Share results of IT readiness assessment with network partners and discuss implications in provider IT leads' forum	Completed	Share results	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 4. Update and approve IT Strategic Plan	Completed	Strategic Plan	11/12/2015	03/31/2016	11/12/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 6. Re-survey IT Readiness to obtain higher	Completed	Re-survey	02/01/2016	03/31/2016	02/01/2016	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
participation rate.									
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	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task 1. Define IT Change Approval Process by Change Advisory Board (IT & DS Sub-Committee)	Completed	Define Process	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 2. Catalogue, define, and publish Standard/Non-Standard change scenarios	Completed	Change scenarios	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 3. Establish roles, responsibilities, and performance metrics for change process	Completed	Establish metrics	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 4. Identify, communicate, and escalate pathways for Change Advisory Board (IT & DS Sub-Committee), representing multiple entities	Completed	Pathways for Change Advisory Board	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4	
Task 5. Approve and publish IT Change Strategy (including risk management), signed off by the AHI PPS Executive Body	Completed	Change Strategy	11/12/2015	09/30/2016	11/12/2015	09/30/2016	09/30/2016	DY2 Q2	
Milestone #3 Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	Completed	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	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	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
		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).							
Task 1. Define data exchange needs based on the planning for the 11 DSRIP Projects and engagement with the network providers (as part of the current state assessment) *IT & DS Committee to create Sub Committee responsible for development of clinical data sharing and interoperability roadmap.	Completed	Define Needs	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 2. Define system interoperability requirements, using HIE/RHIO Protocols (Performance, Privacy, Security, etc.)	Completed	Define requirements	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 3. Map current state assessment against data exchange and system interoperability requirements	Completed	Comparision	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 4. Incorporate Data Sharing Consent Agreements and Consent Change Protocols into partner agreements, including subcontractor DEAs with all providers within the PPS; contracts with all relevant CBOs	Completed	Agreements	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 5. Evaluation of business continuity, and data privacy controls by IT & DS Committee	Completed	Evaluation by Committee	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 6. Develop transition plan for providers currently using paper-based data exchange	Completed	Transition plan	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 7. Develop training plan for front-line and support staff, targeting capability gaps identified in	Completed	Develop training plan	07/01/2015	09/30/2016	07/01/2015	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
current state assessment									
Task 8. Finalize clinical data sharing and interoperability roadmap	Completed	Finalize roadmap	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 9. Approval of clinical data sharing and interoperability roadmap by IT & DS Committee.	Completed	Approve roadmap	11/12/2015	09/30/2016	11/12/2015	09/30/2016	09/30/2016	DY2 Q2	
Milestone #4 Develop a specific plan for engaging attributed members in Qualifying Entities	Completed	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.	07/01/2016	09/30/2017	07/01/2016	09/30/2017	09/30/2017	DY3 Q2	NO
Task 1. Identify system needs, interfaces, and Action Plans for Existing/New Attributed Members	Completed	Identify needs	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3	
Task 2. Perform a Gap analysis of existing communication channels used to engage with patients (call, text, mail etc.), comparing this to demographic information about member population (using CNA)	Completed	Gap analysis	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task 3. Establish new patient engagement channels, potentially including new infrastructure (portal, call center, interfaces)	Completed	Establish new channels	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task 4. Incorporate patient engagement metrics (including numbers signing up to QEs) into performance monitoring for the AHI PPS IT & DS Committee and establish reporting relationship (focused on this metric) with the AHI PPS PMO - DY2, Q1S	Completed	Incorporate metrics	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task 5. Establish patient engagement progress reporting to the AHI PPS PMO	Completed	Establish process	07/01/2016	09/30/2016	07/01/2016	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	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2	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
		-- Plans for ongoing security testing and controls to be rolled out throughout network.							
Task 1. Define data needs for PPS to access and establish protocols for Protected Data *Sub Committee to be set up by IT & DS Committee responsible for developing data security and confidentiality plan	Completed	Define needs	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 2. Establish Data Collection, Data Use, and Data Exchange Policies in conformance with HIPAA/HITECH, NYS rules & regulations and industry standard information security practices.	Completed	Establish policies	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 3. Data Security Audit or Monitoring Plan Established	Completed	Audit/Monitoring Plan	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 4. Identify Vulnerability Data Security Gap Assessment including physical systems and building security, employee responsibilities, identification and authentication, security of cloud-based systems, RHIO/SHIN-NY and telecommunication systems and implement mitigation strategies	Completed	Gap Assessment	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 5. Approval of Data Security and Confidentiality plan by IT & DS Committee	Completed	Approval by Committee	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 6. Create on-going Data Security Progress Reporting to IT & DS Committee	Completed	Progress Reporting	10/01/2015	09/30/2016	10/01/2015	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



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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).	jquintal	Other	23_DY4Q4_IT_MDL51_PRES1_OTH_DY4Q4_IT_Systems_Ongoing_Reporting_Narrative_041219_24602.docx	DY4Q4 IT Systems Ongoing Reporting Narrative_041219	04/18/2019 02:31 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).	
Develop an IT Change Management Strategy.	
Develop roadmap to achieving clinical data sharing and interoperable systems across PPS network	
Develop a specific plan for engaging attributed members in Qualifying Entities	
Develop a data security and confidentiality plan.	

Milestone Review Status

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



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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.

IT systems risks and challenges that impact most, if not all, of the AHI PPS projects, specifically 2.a.i, 2.a.ii, 2.a.iv, 2.d.i, 3.a.i and 4.b.ii. . IT risks and challenges include:

- Variation in data collection, sharing and security capabilities among partner organizations.
- Inconsistent implementation of data sharing standards by EHR vendors.
- DOH restrictions on the use of Medicaid claims data critical to the success of the AHI PPS.
- Competing initiatives among AHI PPS partners that have individualized metrics and requirements.
- Limited RHIO resources available to implement connectivity
- Competing obligations, priorities and time constraints to the AHI PPS and partners' employers.
- AHI PPS partners engaged with multiple RHIOs.

The IT & DS Governance Committee working with the PMO, Quality Committee and others, as needed, will be responsible for finalizing and implementing mitigation plans. The AHI PPS strategies for mitigating the risks and challenges listed above include:

- Assisting partners with researching and obtaining the appropriate technology – messaging capability, eHR-lite or fully functioning eHR.
 - Assisting practices with Transition Coaches to incorporate technology into their workflow.
 - Working with eHR vendors, provider practices, and Hixny to develop standardization in the data elements included in CCD-A and other transactions.
 - Contracting with Hixny for dedicated resources to support AHI PPS partners.
 - Collaborating with other PPSs and HANYS to work with DOH to find an appropriate compromise that will protect beneficiaries while allowing all PPSs to use the data to achieve DSRIP goals.
 - Utilization of the MAPP and Salient tools even with the inherent risk of siloing data that will make practice transformation and achievement of AHI PPS goals more difficult.
 - Align metrics and processes where possible with other initiatives and deploy PHM and performance reporting solutions that support multiple metric sets using the same practice based sources to reduce impact on PPS partners.
 - Transition coaches, data analysts, and human capital from larger PPS partners to assist smaller PPS organizations with implementation of appropriate technology and processes to support goals and deliverables.
- Continuing to bring in IT resources to help ensure AHI PPS can support PHM, analytics and reporting needs.
- AHI PPS will provide staff support to PPS committees, work groups, and project teams through PMO and other resources.
 - Advocating for AHI PPS members to join a single RHIO and reliance on SHIN-NY development to provide adequate data sharing between RHIOs.



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✓ IPQR Module 5.4 - Major Dependencies on Organizational Workstreams

Instructions :

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

As is described throughout this implementation plan, the development of new and / or improved IT infrastructure is a crucial factor underpinning many other workstreams including, in particular, clinical integration, population health management and performance reporting. However, without the right business and financial support, the AHI PPS IT & DS Committee will not be able to drive the technological infrastructure development program to ensure the success of these workstreams. The interaction between the IT & DS and the PPS's clinical governance structure (especially the Practitioner Champions) will be vital to ensure that the IT infrastructure that we develop meets the needs of individual practitioners, providers and – particularly when it comes to population health management – the whole PPS network. During our development of the IT future state, we will work closely with the AHI PPS Finance Team to review available capital and DSRIP funding resources. Adding new technologies, interfaces, reporting and monitoring solutions, and other engagement channels within our PPS will also require additional IT staffing, which will depend heavily on the AHI PPS Workforce Strategy team. We will look to gain additional resources for IT call centers, support, analysis, and reporting. We will also look to other alternate means of staffing. Along with the need for new IT staff and systems, training the workforce to use new and expanded systems effectively will be crucial. To facilitate appropriate cooperation and communication, we recommend that members of the IT & DS Committee be embedded in the other relevant AHI PPS governance committees. The IT & DS Committee should also receive regular updates from the PMO, Regional Health Innovation Teams (RHIT) and Project Champions or teams.



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✔ 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
Data, Infrastructure, and Security Lead	AHI Technology Director, Dwane Sterling	Data security and confidentiality plan, Data Exchange Plan
Project Management Lead	AHI Technology Director, Dwane Sterling	Project Portfolio, Risk Register, Vendor Contracts, Progress Reports
Analytics and Reporting Lead	Director of Analytics, Linda Dahlman	Business Analytics, Metrics Implementation and Reporting
Application Lead	AHI Technology Director, Dwane Sterling	Application Strategy and Data Architecture



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✔ 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		
Practitioner Champions	Interface between IT Transformation Group and front-line end users	Input into system design / testing and training strategy
Regional Health Innovation Teams (RHITs)	Interface between IT Transformation Group and front-line end users	Input into system design / testing and training strategy/integration of IT & DS priorities into projects
PMO Manager	Responsible for designing and managing EHR interfaces, and interoperability	Patient Engagement Plan
Chief Compliance Officer	Approver	Data Security Plan
External Stakeholders		
Hixny	RHIO Platform Lead	Roadmap for delivering new capabilities
Consumers & Families	Recipients of care delivered by PPS partners, Partners in developing processes and systems	Roadmap for delivering new capabilities
Registries	Providers and Consumers of PPS data	Roadmap for delivering new capabilities
Public Health Departments	Providers and Consumers of PPS data, Partners in developing Community Health Needs Assessments and Plans	Roadmap for delivering new capabilities
eHR Vendors	Developing PPS Participant Data Collection and Sharing Capabilities	Roadmap for delivering new capabilities



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✅ IPQR Module 5.7 - Progress Reporting

Instructions :

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

Our IT & Data Sharing Governance Committee will establish expectations with all partners to supply key artifacts and monthly reports on key performance metrics. We will monitor the development and acquisition of key data sharing capabilities across the network and perform ongoing use and performance reports. These will be necessary to ensure continuing progress against our IT change management strategy. Follow-up specific IT questionnaires and surveys will be used periodically to identify any additional gaps, under/non-utilization, or the need for re-training. Our AHI PPS IT Transformation Group will be responsible for engaging attributed members in QEs and will report on this to the AHI PPS PMO. The FITG will also report to the Clinical Quality Committee on the level of engagement of providers in new / expanded IT systems and processes, including data sharing and the use of shared IT platforms.

In addition, the FITG will use the following ongoing performance reports to measure continuous performance of all partners:

1. Annual Gap Assessment Report – Partner adoption of IT infrastructure, enablement of clinical workflows, and application of population analytics
2. Annual refresh of IT Strategic Plan
3. Annual Data Security Audit Findings and Mitigation Plan
4. Monthly workforce training compliance report
5. Monthly Project Portfolio 'Earned Value' report for all IT related projects within DSRIP project portfolio
6. Monthly HIE usage report depicting turnaround time for various data elements
7. Weekly shared services performance report
8. Weekly Performance report on vendor agreed SLAs

AHI PPS IT Transformation Group will also conduct a quarterly survey of IT stakeholders (in particular the users of new infrastructure / systems) to derive qualitative assessments of user satisfaction.

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.	Completed	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	07/01/2015	09/30/2018	07/01/2015	09/30/2018	09/30/2018	DY4 Q2	NO
Task 1. The Clinical Quality Committee and the Financial Governance Committee, in coordination with the Regional Health Innovation Team Leaders and the PPS Project Teams, identifies the individuals accountable for clinical and financial outcomes for patient care pathways. These individuals lead continuous improvement processes for the patient care pathways underlying their respective projects. As per the PPS Governance Implementation Plan, Clinical governance will be finalized by DY1, Q3, as such, this step will take place in DY1, Q4.	Completed	Identify individuals	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4	
Task 2. The Leaders identified in task #1 are convened, receive information on their role and engage in dialogue to contribute to the development of the role, and needs for training / professional development are identified. Any needs identified are communicated to Workforce	Completed	Leaders Convene	04/01/2016	03/31/2018	04/01/2016	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
Committee(s).									
Task 3. Establish a process for communicating performance related data (including, at minimum, the data provided to the PPS by NYS DOH) to leaders, teams, and providers, as needed for their specific role. Establish interim mechanism/tools for reporting (utilizing existing templates, dashboards, etc.), while building the PPS-wide Performance Measurement system.	Completed	Process for communicating	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 4. Perform a current state assessment of existing reporting processes across the PPS and define target state outcomes. Assessment will include focus on Behavioral Health and other provider types that may not have eHRs or similar systems with readily available reporting capability. A. Identify work arounds for practices that do not possess advanced data collection and reporting capabilities. B. Develop Remediation Plans for practices that do not possess advanced data collection and reporting capabilities.	Completed	Assessment	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task 5. Develop initial PPS-wide Performance Measurement system for medical record-based outcome measures, as well as for those process measures that our project development groups are identifying as driving the outcomes we aim to realize. The initial system will likely consist of a set of manual reports that will need to be aggregated by AHI PPS, combined with reports from the MAPP tool until a more robust reporting process can be put in place. The final state solution will be dependent on establishing robust, consistent connectivity with all of the practices and implementation of a robust PHM solution. This will be defined in the Target State	Completed	Develop system	11/12/2015	09/30/2016	11/12/2015	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
Outcomes.									
Task 6. Reach agreement with at least one MCO to exchange key information (including additional quality metrics). AHI PPS will leverage the payor relationships developed through the Adirondack Medical Home Initiative (AMHI), an all payor Medical Home program in operation since 2010, as well as AHI's Health Home program which has been in operation since 2012.	Completed	MCO agreement	11/12/2015	09/30/2016	11/12/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 7. In consultation with the Finance Committee, the Clinical Quality Committee will establish PPS-wide standardized care practices. These standards will be monitored and updated on a regular basis.	Completed	Standardized care practice	11/12/2015	03/31/2018	11/12/2015	03/31/2018	03/31/2018	DY3 Q4	
Task 8. Establish regular two-way reporting structure to govern the monitoring of performance based on both claims-based, non-hospital CAHPS DSRIP metrics and DSRIP population health metrics (using AHI PPS' MAPP PPS-specific Performance Measurement Portal).	Completed	Two-way reporting	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2	
Task 9. Finalize layered PPS-wide reporting structure: from the individual providers, through their associated projects' metrics and the Project Leadership Teams, up to the AHI PPS PMO. Performance and improvement information made available by the state (MAPP but also the further evolving Salient SIM tool) will be appropriately integrated into this reporting structure. This reporting structure will define how providers are to be held accountable for their performance against PPS-wide, statewide and national benchmarks.	Completed	Finalize reporting structure	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task 10. Develop performance reports for PMO,	Completed	Roadmap	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
Clinical Quality, Finance and other Governing Committees as appropriate. Establish roadmap for development of reporting dashboards, with different levels of detail for reports depending on the audience. Once developed, the monthly Executive Body dashboard reports will show on one (digital) page the overall performance of the PPS. The various dashboards will be linked and will have drill-down capabilities.									
Milestone #2 Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting.	Completed	Finalized performance reporting training program.	07/01/2017	09/30/2018	07/01/2017	09/30/2018	09/30/2018	DY4 Q2	NO
Task 1. After performing current state analyses and designing workflows, the AHI PPS Workforce Strategy Team will create a dedicated training team to integrate new reporting processes and clinical metric monitoring workflows into retraining curriculum. This curriculum will be coordinated with NCQA recognition efforts as much as possible.	Completed	Form training team	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task 2. This dedicated training team will develop a framework for a performance reporting/ rapid cycle evaluation training regime. Initially, this regime will be dependent on availability of local reporting from the practice her. Ultimately, the PHM a performance Management system will be utilized.	Completed	Develop framework	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task 3. Deliver training module to practitioner champions and AHI PPS' Regional Health Innovation Teams (RHITs); use their feedback to refine training program for practitioners throughout the network, including specific program for new hires A. Identify potential training needs that are	Completed	Send model to be refined	07/01/2016	09/30/2016	07/01/2016	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
specific to different provider types and settings, including Behavioral Health. B. Develop Training Plans to address training needs. Plan will include follow up to assess effectiveness of training and identify remediation needs.									
Task 4. Validate schedule to roll out training to all provider sites across the PPS network, using training at central hubs for smaller providers; specific thresholds will also be defined for minimum numbers to undertake training, Due to the expansive geography of AHI PPS, we expect not only to hold regional in-person trainings but to utilize tele, video and web-conferencing when appropriate.	Completed	Schedule	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task 5. In collaboration with the PPS PMO, the training team will identify decision-making practitioners and staff at each site / provider to train in advance of PPS-wide training; these individuals will become performance management champions in their individual providers / sites and will work alongside the practitioner champions for those sites	Completed	Identify staff at sites	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 6. Initiate training at provider sites.	Completed	Training	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



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Prescribed Milestones Current File Uploads

Milestone Name	User ID	File Type	File Name	Description	Upload Date
Establish reporting structure for PPS-wide performance reporting and communication.	jqintal	Other	23_DY4Q4_PR_MDL61_PRES1_OTH_Ongoing_Reporting_DY4Q4_Narrative_Perf_Reporting_M1_24603.docx	Ongoing Reporting DY4Q4 Narrative Perf Reporting M1	04/18/2019 02:32 PM
Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting.	jqintal	Other	23_DY4Q4_PR_MDL61_PRES2_OTH_Ongoing_Reporting_DY4Q4_Narrative_Perf_Reporting_M2_24604.docx	Ongoing Reporting DY4Q4 Narrative Perf Reporting M2	04/18/2019 02:33 PM

Prescribed Milestones Narrative Text

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

Milestone Review Status

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



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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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✓ 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.

Designing and implementing a standard reporting workflow that will functionally work for the entire PPS will be a significant challenge due to:

- the geographic spread of the AHI PPS network - nine counties over 11,000 square miles;
- relatively small median practice size diminishes confidence in metrics at an operational level
- the diversity of the AHI provider network; and,
- long-standing professional independence with differing reporting cultures and workflows.

Performance management is at risk since AHI will rely on eHRs for initial clinical quality performance reporting. AHI PPS practice coaches and analysts will support the practices by leveraging experience and tools from practices with similar systems and characteristics. To achieve performance excellence, AHI will employ the following strategies to achieve performance excellence.

- Practice Champions will be engaged to assist the wide range of PPS participants with reaching consensus on the adoption of appropriate practices and standards across the PPS. Since many of the practices are engaged in other programs with their own set of goals, metrics, and standards, Practice Champions will also work with the participants to achieve appropriate alignment and consensus on the DSRIP standards.

- The board, quality committee, and practitioner champions will form a structure that requires adherence to performance reporting processes, and clearly identified accountability for specific outcomes, either on a project basis or across the whole PPS. Accountability will be designed to ensure front-line practitioners have the autonomy to determine the performance measures requiring greater emphasis. Reporting of performance measures will inform PPS leadership to the extent of improvement and areas of opportunity in patient care delivery.

In addition to improved quality of care, AHI Practitioner Champions will be responsible for encouraging practitioners throughout the network to participate in the PPS performance reporting systems. These professional incentives (improving quality of care) will be coupled with financial incentives, such as financial / personnel support for small practices to help them streamline their operations to support the increased reporting burden.

✓ IPQR Module 6.4 - Major Dependencies on Organizational Workstreams

Instructions :

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

Our success with Performance Reporting has significant dependence on our Governance workstream. Without effective leadership and a clearly defined organizational structure, with clear responsibilities and lines of accountability, our ability to create a common culture and to embed performance reporting structures and processes will be severely hampered.

The Workforce Strategy workstream is also an important factor in our efforts to developing a consistent performance reporting culture and to



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embed the performance reporting framework we will establish. Training on the use of these systems – as well as the vision of Forestland PPS as an organization where practitioners don't accept less than excellent quality – will need to be a central part of our broader training strategy for all the staff who are impacted by our workforce transformation.

The success of performance reporting relies on quick and accurate transfers of vital performance information. If providers cannot gather the right information, or an oversight committee fails to gather and distribute the aggregated data in a timely manner, the data will not be reported in such a way that it can be acted upon to improve clinical outcomes and ultimately improve performance throughout the network. A crucial dependency for our successful implementation of a performance reporting culture and processes is the work of the AHI PPS IT & DS Committee to customize existing systems and implement the new IT systems that will be required to support our reporting on patient outcome metrics.

Practitioner Engagement and Clinical Integration will both be absolutely crucial to the success of our efforts to create a common performance culture throughout the PPS network, and to embed the new performance reporting practices within business-as-usual clinical practice.



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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
Project Leadership Teams	AHI PPS PMO, Practice Champions, RHITs	Responsible for project management of the 11 DSRIP projects, including their role in the performance reporting structures and processes in place across the PPS
Project-specific Finance / Clinical Performance Monitoring Leads	Triad Leaders of the Population Health Networks (PHNs)	Members of Project Leadership Teams Ultimately accountable for quality of patient care and financial outcomes per project Accountable for the realization and continuous improvement of the multi-disciplinary care pathways underlying their respective projects
Practitioner Champions	Adirondack Medical Home Physician Leaders and new Champions to be recruited.	Responsible for spreading and embedding common culture of continuous performance monitoring and improvement throughout Practitioner Professional Peer Groups Responsible to Clinical Quality Committee for practitioners' involvement in performance monitoring processes
AHI PPS IT & DS Committee	Please see Committee Member template.	Responsible for ensuring the implementation, support, and updating of all IT and reporting systems to support performance monitoring framework. Also responsible for ensuring that the systems used provide valuable, accurate, and actionable measurement for providers and staff.



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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		
IT Staff within individual provider organizations	Reporting and IT System maintenance	Monitor, tech support, upgrade of IT and reporting systems.
Providers	Organizations immediately responsible for delivering on the performance monitoring processes established across the PPS.	Promote culture of excellence Employ standardized care practices to improve patient care outcomes.
AHI PPS Steering Committee	Ultimately responsible for AHI PPS meeting or exceeding our targets	Prioritizing and improving patient care and financial outcomes for the entire AHI PPS. Act as a high-profile, organization-wide champion for a common culture, standardized reporting processes, care guidelines, and operating procedures. Hold monthly executive meetings with patient outcomes as the main agenda item and will review patient outcome reports prepared by the sub-Committees.
Forestland PPS Finance Committee	Responsible for collecting, analyzing, and handling financial outcomes from performance management system	Will elect key decision makers to champion the performance management cause within the DSRIP projects, and to interface with the Clinical Quality Committee.
AHI PPS Clinical Quality Committee	Ultimately responsible for all clinical quality improvement across the whole network	Monthly Executive Report for the Steering Committee which includes patient care metrics updates. Will elect several key decision makers to champion the performance management cause within the DSRIP projects, and will interface with the Finance Committee.
External Stakeholders		
Managed care organizations	Will provide key information to the Forestland PPS. Will also be necessary for arranging shared shavings agreements with the PPS in the later stages of DSRIP.	Provide data to PPS Shared savings
Patient representative organizations	Provide patient feedback to support performance monitoring and performance improvement	Input into performance monitoring and continuous performance improvement processes



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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.

Our PPS will be using a number of IT solutions to accurately measure, monitor, and report on DSRIP and non-DSRIP metrics. To this end, our IT & DS Committee will be responsible for interfacing with the clinical and finance leads of the DSRIP projects to ensure that dashboards, reports, and metrics-gathering software are accurate and have no usability issues.

Initially, existing performance reporting structures within the larger provider organizations in the PPS will be leveraged to provide the staff and IT infrastructure needed to build up the evolving PPS-wide Performance Measurement system as planned. In the interim, a system of Excel files transferred from the state's MAPP tool and Salient's SIM tool, to the leading workstream committee, through the project leads, and down to the individual providers will serve as a bridge before the robust final system is fully ready for deployment. We are currently considering several options for the procurement of PPS-wide performance reporting systems, including a collaborative buying solution with the region's ACO or our neighboring PPS, NCI. The final system will have to have the capabilities to aggregate information on projects & care processes from the providers to the workstream lead, and from the state to the providers, in a way that is accessible, while also sufficiently secure to protect patient information.

✅ IPQR Module 6.8 - Progress Reporting

Instructions :

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

This workstream's success will be measured by how our providers' understanding of their performance is improved by our implementation of performance measurement. We will continually measure the level of engagement and involvement of providers in the performance reporting systems and processes, we will define metrics to measure providers' involvement in the PPS performance reporting structure (e.g. active users of performance reporting IT systems, involvement in feedback discussions with Clinical Quality Committee about performance dashboards). We will also set targets for performance against these metrics. The Practitioner Champions and the Project-specific Performance Monitoring Leads will be held accountable for driving up these levels of involvement.

Our front-lines will measure the outcomes that matter most to patients, and use our reporting and IT systems to monitor, evaluate, and identify the contributing processes and intermediate outcomes. They will be surveyed and interviewed to determine the level at which they find that the performance reporting system provides them with the right information, and the level at which they find that the information is clear and – most importantly – actionable.

Performance reports will be compiled into the Executive Report, which will be the top item during the monthly Executive Body meetings. The quarterly reports will show the variation in patient care outcomes between quarters, which will be easily accomplished using our monthly model. Tracking change in the metrics included on these dashboards over time will be the primary tool we use to evaluate the impact of our performance



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reporting systems and our efforts to embed a culture of continuous improvement.

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.	Completed	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	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	NO
Task Identify and appoint 'Practitioner Champions' across the full continuum of care throughout the 9 county PPS region.	Completed	Practitioner Champions	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Include Practitioner Champions on Clinical Quality Committee (to be established by DY1 Q3).	Completed	Include	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Provide Practitioner Champions with resources - including standard performance reports - that they can share with peers and professional groups as appropriate.	Completed	Resources	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Establish a method to track when and how the Practitioner Champion's are disseminating information on PPS performance, or engaging in other communication activities, with their peer	Completed	Communication	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
groups.									
Task AHI PPS Communications resource will develop a communication and engagement plan for review by the Clinical Quality Committee. This draft plan will include: a. Structures and processes for two-way communication between front-line practitioners and the Governance of the PPS – using the Practitioner Champions as a key line for this communication b. Process for managing grievances rapidly and effectively c. High-level approach to creating learning collaboratives d. Other forums for practitioners to discuss, collaborate, and shape how DSRIP will affect their practices	Completed	Plan	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Identify existing resources & capabilities that can be leveraged to implement the practitioner communication & engagement plan. For example, leveraging professional networks, existing meetings/forums of practitioners, and communication tools - such as AHI website, and The MIX).	Completed	Leverage Resources	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Determine what additional communication resources / capabilities are needed to augment the existing resources identified in step 6, and acquire or develop the additional resources needed to implement the plan.	Completed	Additional Resources	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Identify the types of practitioner support services that are most needed to increase/maintain practitioner engagement (e.g., services designed to help practitioners and providers improve the efficiency of their operations, thereby	Completed	Identify Supports	11/12/2015	06/30/2016	11/12/2015	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
freeing up time for the new collaborative care practices; back-office shared services; support with streamlining work flows; group-purchasing services/plans, etc.)									
Task Determine which services identified above can be supplied via existing resources, and develop or build-out services (create additional capacity) where needed.	Completed	Build-out	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Finalize the plan by obtaining endorsement from Champions & Clinical Quality Committee	Completed	Finalize	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 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.	Completed	Practitioner training / education plan.	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	NO
Task Develop content of training module(s) for practitioners & other professional groups, include: a. Core goals of DSRIP program b. AHI PPS projects & quality improvement goals c. Cross-PPS work streams underpinning the delivery of the DSRIP projects, including value-based payment, case management and clinical integration	Completed	Training Modules	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Produce the content (developed in step1) in a variety of formats, including materials suitable for face to face meetings, web-based sessions, and brief memo or informational pieces for newsletters, etc.	Completed	Content	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Leverage Practitioner Champions and HR/Communications resources at Partner organizations and professional groups, to assist	Completed	Leverage Champions	11/12/2015	06/30/2016	11/12/2015	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
in developping a plan for delivering the training modules / disseminating key messages. Utilize existing channels, such as conferences, annual meetings, etc. whenever possible. Coordinate with Workforce activities as appropriate.									
Task Finalize the training/education plan. Ensure it includes multiple opportunity for two-way communication, and that the steps are designed to reach a majority of the target audience.	Completed	Finalize	11/12/2015	06/30/2016	11/12/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Establish a method to track Practitioner participation in training/educational activities. Using information obtained, modify the plan as needed to ensure a majority of practitioners rake part in the program(s).	Completed	Tracking Method	11/12/2015	06/30/2016	11/12/2015	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
Develop Practitioners communication and engagement plan.	jqintal	Other	23_DY4Q4_PRCENG_MDL71_PRES1_OTH_Ongoing_Reporting_DY4Q4_Narrative_Practitioner_Engagement_M1_24605.docx	Ongoing Reporting DY4Q4 Narrative Practitioner Engagement M1	04/18/2019 02:34 PM
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.	jqintal	Other	23_DY4Q4_PRCENG_MDL71_PRES2_OTH_Ongoing_Reporting_DY4Q4_Narrative_Practitioner_Engagement_M2_24606.docx	Ongoing Reporting DY4Q4 Narrative Practitioner Engagement M2	04/18/2019 02:34 PM



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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 & Complete	
Milestone #2	Pass & Complete	



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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.

The success of any collaborative effort requires effective communication and active engagement by all participants. Practitioner communication and engagement for AHI will be challenged due to:

- The large rural geographic spread of the AHI PPS provider network.
- The degree and extent of demands on providers by numerous initiatives currently underway in the region including, MSSP ACO, Adirondack Medical Home, payer specific programs, NCQA recognition, as well as adapting to the change to value-based payment models (including the proposed MACRA legislation)
- Loss of institutional knowledge due to staff turnover during the duration of the DSRIP program.
- Clinical resistance to change and shift in organizational culture.

These challenges will be mitigated by:

- Adirondack Pods and the Regional Healthcare Innovation Teams (RHITs) will be a catalyst for training for smaller provider organizations.
- Practitioner Champions will play a central role in the group training and education sessions for smaller provider organizations.
- Transformation coaches will provide assistance via remote and on-site consulting; data and reporting analysts will coordinate deployment of IT and data reporting infrastructure with the partners to minimize duplication and impact on the practices and partner organizations.
- Exploring innovative approaches to implementing organizational change throughout the PPS.
- Train the trainer program to include electronic and printed training materials to promote easily accessible and convenient in-service opportunities to engage practitioners during onboarding and at any point during the partner-provider relationship.
- Practitioner Champions will be the voice for evidence-based change which will be reinforced in all DSRIP communications.
- Utilization of the LinkedIn platform to identify examples of best practice that will be shared with PPS partners.

✔ IPQR Module 7.4 - Major Dependencies on Organizational Workstreams

Instructions :

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

Our plans for practitioner engagement depend on effective, rapid and easy-to-access communications tools. We intend to continue to use a combination of communication tools, inclusive of our Vertical Response Emails, Website Blog, Go To Meetings and Webinars, and we intend to utilize the LinkedIn platform to facilitate communication and best practice sharing between practitioners working in different provider organizations.

Transformation Coaches are available throughout the PPS to provide on-site and remote consulting to practices in their transformation efforts.



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The role of the Practitioner Champions is central to our plans for practitioner engagement. It is important that they are able to play the role we intend them to play in the governance structure – advocating to the AHI PPS Steering Committee on behalf of the practitioners they represent and communicating information back down to those practitioners effectively.

To this end, our practitioner engagement is dependent on an effective governance structure and processes. Additionally, the Clinical Integration, Population Health Management (PHM), Performance Reporting, and Financial Sustainability work streams are integral to practitioner engagement. Making sure the practitioners have a good understanding of these work stream relationships and how these will drive payment within a value-based payment model is integral to the financial sustainability of the PPS.



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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
AHI PPS Director of Communications	AHI Communications Coordinator, Phil Kahn	Oversee the development and implementation of the communication aspects of the practitioner engagement strategy
AHI PPS Workforce Manager	Kelly Owens	Oversee the development and implementation of the practitioner training program
AHI Executive Director, Medical Integration	Mary McLaughlin	Participate in development of the communication and engagement plan, ensuring it is coordinated with similar efforts under the Adirondack Region Medical Home Initiative
Adirondacks ACO, Adirondack Region Medical Home	Karen Ashline	Participate in development of the communication and engagement plan, ensuring it is coordinated with similar efforts under the Adirondack Region Medical Home Initiative
Physician Champion	Population Health Network (PHN) Physician Leads	Represent physicians on the Clinical Quality Committee; responsible for driving their engagement in the DSRIP program
Community Care Champion	Population Health Network (PHN) Community Based Organization (CBO) Leads	Represent care coordinators and other community care workers on the Clinical Quality Committee; responsible for driving their engagement in the DSRIP program
Regional / Organization-specific Practitioner Champions	Population Health Network (PHN) Hospital Leads	Act as liaison between the Clinical Quality Committee and the PPS' s downstream providers
AHI Practice Transformation Managers	Tom Melville, Practice Transformation Manager Jolene Munger, Provider Engagement Manager, Practice Transformation	Participate in development of the communication and engagement plan, ensuring it is coordinated with similar efforts under the Adirondack Region Medical Home Initiative. Oversee Transformation Coach assistance provided to practices.



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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		
Practitioners throughout the network	Target of engagement activities	Attend training sessions; report to relevant Practitioner Champions
AHI PPS Workforce Transformation Group	Oversight of all training strategies, including practitioner education / training described above	Input into practitioner education / training plan
Clinical Quality Committee	Governance committee on which practitioner Champions sit	Monitor levels of practitioner engagement; forum for decision making about any changes to the practitioner engagement plan
External Stakeholders		
Chambers, local businesses, social and civic organizations	Education to members about the AHI PPS initiatives	Outreach
Rural Health Network	Ensure rural physicians' communication plans support the AHI PPS initiatives	Advocacy/outreach
Patient and Families	Recipients of improved health care services can support PPS advocacy efforts	Advocacy/Outreach
Community Benefit Organizations	Content experts and patient liaison	Provide assistance in the development and execution of the work stream



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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 development of a shared IT infrastructure across the AHI PPS will enable the PMO to better execute our practitioner engagement plan. The IT infrastructure requirements include the support of communication between practitioners, which will be important for engaging practitioners in DSRIP and for the sharing of best practice(s). This is true both within the AHI PPS and between PPSs throughout the state. We are currently using LinkedIn, several project teams have user groups, and additional ones will be formed.

The AHI PPS is also planning to utilize Performance Logic's DSRIP Tracker for managing the DSRIP projects selected and will utilize the functionality within this tool as part of the engagement plan. This web-based project management tool will enable transparency and collaboration among participating partners within each project.

The ability for providers to share clinical information easily will also be important, not just for the improvements in clinical integration but also for the ongoing buy-in of individual practitioners. Hence, this infrastructure will include the input of Practitioner Champions and will be critical to the delivery of our practitioner engagement education and training materials.

✅ IPQR Module 7.8 - Progress Reporting

Instructions :

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

Measuring the success of the PPS practitioner engagement plan will begin with identification of Practitioner Champions. Input from these champions will contribute toward the progress reporting that will include the attendance levels at the practitioner engagement training events.

Additionally, questionnaires pre- and post-training will be designed to assess the impact of the DSRIP program training sessions. These will be designed in collaboration with our workforce transformation team. The results of these surveys will serve as an ongoing indicator of the success and required improvements to be made to our practitioner engagement plan.

We anticipate setting a target of delivering in-person education & training to a majority of practitioners in our network. We will use this metric to monitor the progress of this work stream. In addition, we will monitor the attendance at practitioner training events. The design of these training events will involve specific targets being set for the number of attendees per training.

Our Practitioner Champions will be responsible for generating interest and involvement in these training programs and will be held accountable against the participation targets set in the programs' design phase.

The use of our practitioner discussion forums on the MIX platform will be another indicator of the level of engagement of practitioners in the DSRIP program. It will also allow us to identify specific groups of practitioners that are less engaged.



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The Practitioner and Regional Champions will report regularly to the PMO and Clinical Quality Committee on the levels of engagement (and coordination and integration) they see amongst the group they represent.

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.	Completed	Population health roadmap, signed off by PPS Board, including: -- The IT infrastructure required to support a population health management approach -- Your overarching plans for achieving PCMH 2014 Level 3 certification in relevant provider organizations --Defined priority target populations and define plans for addressing their health disparities.	04/01/2015	09/30/2018	04/01/2015	09/30/2018	09/30/2018	DY4 Q2	NO
Task 1. The AHI PPS will work closely with the Adirondacks ACO, Adirondack Medical Home Initiative, AHI Health Home, Adirondack Rural Health Network (ARHN) and Population Health Improvement Program (PHIP) to develop the overall population health management approach and roadmap. This collaboration will continue beyond the planning phase and may include conducting an inventory of available data sets with individual demographic, health, and community status information, to supplement data available through the MAPP tool and/or other platforms.	Completed	Collaborate with other initiatives to develop the overall population health management approach and roadmap.	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 2. The AHI PPS will utilize consulting services to assist in developing a proposed IT infrastructure that will be required to support the population health management needs of the PPS. The	Completed	Utilize consulting services to develop IT infrastructure	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
scope of work will include capturing the PPS-wide PHM requirements via interviews with PPS partners.									
Task 3. The AHI PPS will build on the regional community health needs assessment and planning process (conducted by AHI's Adirondack Rural Health Network (ARHN) and/or AHI's Population Health Improvement Program (PHIP) to produce an annual update of the CNA.	Completed	Build upon regional community health needs assessment to produce an annual update to CNA.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 4. The AHI PPS had members of their Healthcare Information Technology Work Group attend the Population Health Management vendor fair being hosted by DOH (DST) that is scheduled in June. The purpose of attending this fair is to explore the possible solutions that could meet the IT Infrastructure requirements of the PPS. Additional PHM Vendor scoping efforts will also be underway.	Completed	HIT workgroup attended PHM vendor fair in June.	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task 5. In partnership with Adirondacks ACO, Adirondack Medical Home Initiative, AHI Health Home, ARHN and PHIP, the AHI PPS will work to identify priority practice groups to have access to registries; evaluate IT capacity and identify gaps in IT infrastructure at a provider level that need to be addressed to support effective access to these registries.	Completed	Identify priority practice groups to have access to registries, evaluate IT process at provider level.	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 6. Complete workforce assessment for priority practice groups' care management capabilities, including staff skills and resources required to manage the targeted populations in each geographic area.	Completed	Complete workforce assessment for priority practice groups' care management capabilities.	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task 7. The AHI PPS will recruit project management resource(s) to work with the project 2.a.ii	Completed	Recruit project management resources	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
participating partners to finalize the PPS-wide roadmap for achieving NCQA 2014 PCMH Level 3 recognition. The scope of work for this project manager will be to assess current state with regard to PCMH 2014 Level 3 recognition, identifying key gaps and developing an overarching plan to achieve Level 3 recognition for all relevant providers.									
Task 8. Refine priority clinical issues from the Community Needs Assessment (at a whole-PPS level and also specific priorities for specific geographic areas) to ensure alignment between undertaken projects and clinical priorities, with particular focus on targeted population. Solicit participating provider feedback before finalization.	Completed	refine priority clinical issues form CNA at a whole PPS level	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2	
Task 9. Develop care guidelines for providers on priority clinical issues; establish metrics for each clinical area to monitor progress in managing population health.	Completed	Develop Care guidelines for providers on priority clinical issues	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2	
Task 10. AHI PPS Practice Transformation Team (Project 2a.ii) to finalize PPS-wide roadmap for achieving NCQA 2014 PCMH Level 3 recognition for all relevant provider sites. The project management resource dedicated to project 2.a.ii will work with the participating partners to finalize the PPS-wide roadmap for achieving NCQA 2014 PCMH Level 3 recognition for all relevant providers.	Completed	Practice Transformation Team to finalize roadmap for achieving NCQA 2014 PCMH Level 3 recognition	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task 11. Deploy staff support at provider level (as part of practitioner engagement training plan) to train providers to use and apply information learned from the registries; how to implement established care guidelines; develop disease pathways etc.	Completed	Deploy staff support	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 12. The AHI PPS Clinical Quality Committee to review and finalize the population health management roadmap for approval by the PPS Steering Committee.	Completed	Clinical Quality Committee to review and finalize PHM roadmap	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Milestone #2 Finalize PPS-wide bed reduction plan.	Completed	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 1. The AHI PPS will establish a process for monitoring service utilization, as needed. In doing so, the AHI PPS will leverage one of their committee's (i.e. Network Committee or Quality Committee) in performing this function. This committee will report into the Program Management Office (PMO) and will be responsible for monitoring and reporting on reductions in avoidable hospital use, as well as modeling the impact of all DSRIP projects on inpatient activity.	Completed	Establish a process for monitoring service utilization	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4	
Task 2. The AHI PPS will draft a model that forecasts the impact of all DSRIP projects on avoidable hospital use and utilization – both in terms of the impact on hospital services and in terms of the demand for community-based services (model will be established by DY1, Q4 and updated regularly with activity / utilization data to provide 'live' and 'forecast' pictures).	Completed	Draft a model to forecast the impact of DSRIP projects	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task 3. Based on this modeling and in consultation with provider network, the AHI PPS will establish high-level forecasts of the following (this forecast capacity model will be updated on a regular basis throughout the 5 years). a. Reduced avoidable hospital use over time	Completed	High level forecasts	01/01/2016	09/30/2017	01/01/2016	09/30/2017	09/30/2017	DY3 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
b. Changes in required inpatient capacity; and c. Resulting changes in required community / outpatient capacity									
Task 4. The AHI PPS will work with providers impacted by the forecast capacity change to determine their own 'first draft' capacity change plan.	Completed	Forecast capacity change	06/01/2016	09/30/2017	06/01/2016	09/30/2017	09/30/2017	DY3 Q2	
Task 5. The AHI PPS PMO to lead consultation on first draft capacity change plan. Consultation will include Hospitals, Nursing Homes and local county Directors of Community Services (DCSs), as well as the AHI PPS Quality and/or Network Committee. A. Distribute Draft Plan to key stakeholders and impacted providers. B. Collect feedback through various means including in-person and web-enabled work sessions. C. Document Feedback and proposed changes.	Completed	First draft capacity change plan	06/01/2016	09/30/2017	06/01/2016	09/30/2017	09/30/2017	DY3 Q2	
Task 6. The AHI PPS to finalize and publish final capacity change / bed reduction plan and schedule of annual updates on capacity changes across the network A. Obtain consensus on modifications to draft plan. B. Incorporate approved modifications into final plan. C. Gain approval from AHI PPS Quality and/or Finance Committees. D. Publish Final Plan using various means, including AHI website.	Completed	Finalize and publish capacity change/bed reduction plan	06/01/2016	03/31/2018	06/01/2016	03/31/2018	03/31/2018	DY3 Q4	



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IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
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No Records Found

Prescribed Milestones Current File Uploads

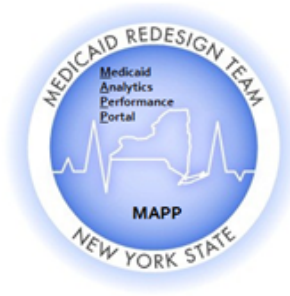
Milestone Name	User ID	File Type	File Name	Description	Upload Date
Develop population health management roadmap.	jquintal	Other	23_DY4Q4_PHM_MDL81_PRES1_OTH_Ongoing_Reporting_DY4Q4_Narrative_PHM_M1_24607.docx	Ongoing Reporting DY4Q4 Narrative PHM M1	04/18/2019 02:35 PM
Finalize PPS-wide bed reduction plan.	jquintal	Other	23_DY4Q4_PHM_MDL81_PRES2_OTH_Ongoing_Reporting_DY4Q4_Narrative_PHM_M2_24608.docx	Ongoing Reporting DY4Q4 Narrative PHM M2	04/18/2019 02:36 PM

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 & Complete	
Milestone #2	Pass & Complete	



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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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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 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 AHI PPS faces challenges to achieving a cohesive, integrated, and comprehensive approach to health care delivery that focuses on preventative care. The barriers to success are:

- Disconnect between population health management issues identified at the system level and care delivery at the practice/provider level. For example, insufficient access to cardiology providers in a geographic location where cardiovascular disease is a priority.
- Prolonged focus on analysis of a given population's health needs at the expense of responding quickly to developing new services or interventions.
- The risk that a population health management approach, described in provider training and education, will become reactive over time resulting in patient-facing care managers filling clinical care gaps for individual patients immediately which is inefficient and leads to provider fatigue.

AHI will mitigate the risks to achieving integrated health care in the following ways:

- Clinical integration and practitioner engagement will focus on integrating care management through the development of cross-disciplinary teams for multi-morbid patient groups.
- Care managers will assume an active role in the continuous management of patient pathways and have consistent engagement with the care management team.
- Utilize value stream mapping to identify clinical priorities with the greatest opportunity for eliminating waste and where the implementation of new, efficient support systems are likely to have the greatest effect at generating momentum amongst PPS partners.
- Reinforcement of the difference between population management-based care delivery and patient complaint-based delivery.
- AHI PPS will work through our committee structure, especially the IT & DS as well as CG & Quality, to deploy technology to complement existing capabilities while providing a consistent platform throughout the region.

✓ IPQR Module 8.4 - Major Dependencies on Organizational Workstreams

Instructions :

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

The development of effective population health management across the AHI PPS is highly dependent on the successful implementation of the following other work streams.

Practitioner Engagement: The PPS needs a strong and well-executed practitioner engagement plan that is focused on getting all of the practitioners on board with achieving our collective DSRIP goals. AHI's approach to decision support is partnering AHI Practice Transformation



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resources with practices to leverage the PHM data available to enable meaningful changes to how health care is provided. We are committed to ensuring that primary care physicians in our network are armed with the tools to deliver the value that they are uniquely suited to provide to their patients and the health care system.

Clinical Integration: Population Health Management is dependent on effective clinical integration across the full continuum of care. This requires a significant investment in Healthcare IT that allows for rapid communication and meaningful data sharing. A robust and functional set of data gathering and monitoring tools is required within a population health management solution in order to be successful. Our IT Systems and Processes work stream will utilize existing investments within our region and identify the additional IT needs that will provide the population-level health metrics required to monitor the impact and success of our population health management work stream within the AHI PPS.

IT Systems and Processes: Data analysis is an integral part of PHM. Reports including mortality, health status, disease prevalence and patient experience must be available to providers, care managers and practice administrators to enable practices to measure cost and patient experience on a population-wide basis.



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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
Population Health Management Work stream Lead	AHI Director, Reporting & Analytics, Linda Dahlmann	Oversee the implementation of the population health management strategy Report its progress to the PPS executive body
Program Management Office: Service Utilization Monitoring Team	AHI Director, Reporting & Analytics, Linda Dahlmann, and Partner-based resources	Monitor the impacts of DSRIP projects in terms of inpatient & community capacity; oversee the modeling and implementation of capacity change (including bed reductions) linked to improvements in population health management and the resulting reduction in the need for hospital-based services
AHI PPS Practice Transformation Project Team (Project 2aii)	AHI Director, Reporting & Analytics, Linda Dahlmann, AHI Transformation Resources (Jolene Munger) and Partner-based resources (Some PPS partners have internal supports for practice transformation, and/or established contracts for this service)	Lead the development and implementation of a PPS-wide work plan for all relevant provider sites to achieve PCMH 2014 Level 3 Recognition. Work in coordination with the PPS's central IT team to ensure population health management IT needs are procured and developed.



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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		
AHI PPS PMO	Oversight of DSRIP projects	Jointly responsible for Bed Reduction Plan
Hospitals represented on the AHI PPS Bed Reduction Working Group	Stakeholder to bed reduction plan	Represented on the Bed Reduction Working Group; will sign off on any bed reduction goals set at an individual provider level
Nursing homes represented on the AHI PPS Bed Reduction Working Group	Stakeholder to bed reduction plan	Represented on the Bed Reduction Working Group; will sign off on any bed reduction goals set at an individual provider level
Professional Peer Groups	Key role in the adoption of population health management practices amongst their members	Active engagement in the development of training & education materials
CBOs, including organizations focused on crime reduction, housing, and transportation	Vital component of ensuring the success of the population health management strategy	Work with care management teams in adapting care to better serve target populations
External Stakeholders		
MCOs	Key partner in payment reform	Collaborate in PPS payment reforms (VBP) in line with VBP roadmap; provide insight into population health management approach to be implemented across the AHI PPS



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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.

One of the key principles of our approach to population health management is that all care will become 'data-driven'. Our IT & Data Sharing Committee and team will be responsible for ensuring that practitioners have access to the data and tools required to allow them to develop interventions and services that will address the wider determinants of population health for their local population. This effort will be facilitated by the adoption of an AHI PPS Population Health Management solution that will help our team monitor performance of both clinical and claims-based metrics and DSRIP population health metrics.

The analysis of population-level outcome data will also be the basis for our assessment of the impact of population health management on the priority groups and clinical areas identified in our population health management roadmap (see above).

The AHI PPS IT & Data Sharing Committee will also select appropriate RHIO(s), and leadership will require all partners to connect with the selected RHIO(s) to service our attributed population. This effort will be conducted in tandem with the EHR platforms, care management, and population health management systems that we have already implemented, or are currently implementing.

✅ IPQR Module 8.8 - Progress Reporting

Instructions :

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

As described above, we will monitor the impact of our population health management work stream through a combination of the DSRIP outcome measures and our own specific population health metrics.

These AHI PPS-specific metrics will be identified in the population health roadmap and will be monitored by the AHI PPS PMO and reported to the Clinical Quality Committee. For example, we believe we can augment the DSRIP outcome metrics for Domain 4.A. with additional metrics that will allow us to monitor the substance abuse issue in the AHI PPS.

Our goal will be to isolate metrics that are not wholly represented by the available DSRIP outcome measures, and to focus upon elements that our front-lines deem important, which is in line with our approach to Performance Management.

We will build continuous quality improvement into the population health road map, establishing time frames to re-evaluate the data sets, functionality of registries, and of our priority issues for population health management.

Our group of Practitioner Champions will also play a role in identifying groups of providers that have been particularly successful in tackling the



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broader determinants of health and having a measurable impact on population health. These groups of providers will then become case studies to spread best practice(s) across the PPS network.

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	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4	NO
Task Prepare a Provider Landscape reference document: illustrate project by project, which partners are participating and their role (project lead(s), project partner, project stakeholder), including representation across the care continuum and CBOs.	Completed	Prepare Landscape	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Develop the clinical integration needs assessment tool (on a project by project basis, outline people, process, technology, and data components relevant for clinical integration; include the requirements for data sharing and interoperability). Collaborate with other PPSs, share information on The MIX,utilize Target Operating Model Toolkit (in development by KPMG) if appropriate.	Completed	Develop Tool	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
Task Utilize the results of the assessment to perform a gap analysis of the provider network involved in each project. Utilize the resources of the Target Operating Model Toolkit as appropriate, to prepare an illustration of provider / regional gaps in the elements necessary to support integration.	Completed	Gap Analysis	07/01/2016	12/31/2016	07/01/2016	12/31/2016	12/31/2016	DY2 Q3	
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 -- Training for operations staff on care coordination and communication tools	04/01/2017	09/30/2017	04/01/2017	09/30/2017	09/30/2017	DY3 Q2	NO
Task Convene PPS Project Team 2ai. Team members include administrators, clinicians, and community-based organizations. Cross-pollinate Teams and PPS Committee membership as relevant (Finance, IT & Data Sharing, Clinical Governance & Quality, Workforce, etc.) Each Team identifies a Clinical Champion and Operational Lead.	Completed	Convene	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2	
Task PPS Project Team 2ai (Create an IDS) members participate in a facilitated workgroup to define the desired "target state". The target state includes a description of the people, processes, technology, and data, necessary to support a clinically integrated model of care.	Completed	Define Target State	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Create the workplan (steps, dates, person / org	Completed	Workplan	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
responsible) to address the gaps identified between the current state and the target state.									
Task Identify resources needed to accomplish the workplan, including Subject Matter Experts, technology and other tools, and other human resources. Leverage existing resources (PPS Partners, ACO, Health Home, ec.) and work collaboratively to resource the plan.	Completed	Resources	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Identify steps that represent a common theme or element that is shared across projects (e.g., technology to support role-based data sharing).	Completed	Common Steps	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Develop strategies to encourage the types of behaviors and practices that are necessary to achieve the target state. For example: incorporate financial incentive into partner contracts for demonstrating such behaviors; provide low-cost shared back office service.	Completed	Develop Strategies	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Obtain consultation as needed, include internal & external stakeholders, and produce a draft of the Clinical Integration Strategy. Engage the PPS Governing bodies in the development and finalization of the strategy.	Completed	Consultation	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task PPS Clinical Governance (which includes some if not all Clinical Champions), endorses the target state model and the workplan, which together, define the PPS' clinical integration strategy.	Completed	Endorsement	04/01/2017	09/30/2017	04/01/2017	09/30/2017	09/30/2017	DY3 Q2	

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
Perform a clinical integration 'needs assessment'.	jquintal	Other	23_DY4Q4_CI_MDL91_PRES1_OTH_Clinical_Integration_M1_ongoing_reporting_narrative_DY4Q4MAPP_20190412_24609.docx	Clinical Integration M1_ ongoing reporting narrative_DY4Q4MAPP_20190412	04/18/2019 02:38 PM
Develop a Clinical Integration strategy.	jquintal	Other	23_DY4Q4_CI_MDL91_PRES2_OTH_Clinical_Integration_M2_ongoing_reporting_narrative_DY4Q4MAPP_2019412_24610.docx	Clinical Integration M2_ongoing reporting narrative_DY4Q4MAPP_2019412	04/18/2019 02:38 PM

Prescribed Milestones Narrative Text

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

Milestone Review Status

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

Successful clinical integration requires health information technology to support adherence to new clinical pathways and the ability to operate collaboratively across settings of care.
The major risks to AHI are:

- Health information technology readiness; and,
- Standardized care pathways across disparate organizations.

Information technology initiatives take time and resources to implement. An AHI survey revealed that most behavioral health and long-term care settings rely on paper documentation and are not connected to the RHIO.
In consideration of the current state of HIT readiness and clinical integration, AHI will mitigate the risk by:

- Developing a multi-phased approach that will be limited to the extent the technology is in place to support the integrated model.
- Identifying high priority HIT capabilities and devoting significant resources to establishing them early in the implementation period.
- Establishing technology requirements for participation in the PPS as determined by the IT and Data Sharing Committee and Network Committee.
- Relying on the Clinical Governance and Quality Committee to establish standardization of care pathways that involve providers from multiple settings.

Putting a strategic communications plan in place to encourage buy-in from key change agents, including clinicians, operations, and administration.

✓ 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.)

The Clinical Integration Workstream relies extensively on IT Systems and Processes. The dependency on technology is significant, as discussed under Risks & Mitigation. The PPS will include clinicians and other end-users of technology in IT planning processes, to ensure systems and processes are developed with the needs of real-world users at the forefront.

Another major dependency is with Practitioner Engagement. The Clinical Governance & Quality Committee, which will set standards, needs the trust and support of practitioners throughout the network in order to be effective.

An additional dependency is with Workforce. Some providers will need training and/or professional development to acquire skills in team-based care models.



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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
Clinical Governance & Quality Committee	Dr. John Morley, Chief Physician Executive and Mary McLaughlin, Executive Director Medical Integration	Oversees review of evidenced based guidelines and protocols, as well as quality measures. This group also focuses on workflows required to hardwire evidenced based practice changes and population health improvements. The committee shares some membership with the ACO population health committee to assure synergies whenever possible.
PHN triad leaders	We have established a Triad Leadership structure for each PHN, comprised of a physician, hospital executive and community-based organization representative with formalized roles and responsibilities outlined in a Triad Leader Support Agreement. Each Leadership Triad is supported by an AHI Executive Director who serves as a liaison for coordinating project management support. The Triad Leaders, well-known and respected in their respective regions, are uniquely qualified to serve as project leads because of their relationships and in-depth familiarity with the needs and available resources in their communities. We have established an optimized PPS Operating Model based on LEAN continuous rapid cycle improvement principles.	The triad leads have the following responsibilities: <ul style="list-style-type: none"> • Set Priorities for the PHN workgroups and P4P focus areas • Engage partners to assure the IDS functions efficiently and effectively • Communicate within the PHN to partners • Select and monitor innovation grants • Serve on steering committee to assure continuity 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		
Non-clinical service providers	Their buy-in and support of new pathways, lines of accountability, responsibility and communication will be central to the success of this workstream.	Engage in the process, including: - The consultation process; and - The training
Clinical staff	Their buy-in and support of new pathways, lines of accountability, responsibility and communication will be central to the success of this workstream	Engage in the process, including: - The consultation process; and - The training
Care Coordinators	Their buy-in and support is critical for care transitions. They are part of many organizations such as MCOs, PCP, care coordination agencies, hospitals.	They participate in creating and implementing the model for care transition across the PPS.
External Stakeholders		
Patients	Care improved upon by the clinical integration of the PPS	Response to consultation on clinical integration strategy
Family members / Caregivers	Communication with practitioners, particularly on behalf of children, the elderly, or those without mental capacity	Response to consultation on clinical integration strategy
Qualified Entities	HIXNY and HealthEconnects for our region. They are key to our IDS plan and data sharing.	Respond to requests for connection to the QE.
Community Based Organizations (CBOs)	Supporting the development and implementation of the clinical integration strategy	Response to consultation on clinical integration strategy



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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.

IT is needed to ensure the availability of the right information, to the right person/provider, at the right time. Each segment of the care continuum, and the clinics/sites within that segment, will be supported by a tailored IT plan, built on their current state of readiness, and designed to move them to a level that supports their effectiveness in clinically integrated care models.

The PPS has begun to establish a technology roadmap. An IT & Data Sharing Committee has been established. The Committee will work closely with the Clinical Governance and Quality Committee. The two Committees will work together to finalize the technology roadmap.

AHI PPS is participating in a Target Operating Model (TOM) pilot and will leverage this experience, and the toolkit, to support the Clinical Integration Workstream.

✔ IPQR Module 9.8 - Progress Reporting

Instructions :

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

Progress on the Clinical Integration Workstream will be measured against two prescribed milestones: completion of a clinical integration needs assessment, and the clinical integration strategy. Additionally, the Domain 3 quality measures are key indicators of the success of the clinical integration activities.

Progress will be monitored through surveys and/or focus groups of patients and providers that are designed to identify the specific links in patient pathways where information sharing and collaboration could be improved. Several items on the patient experience survey are relevant. AHI hosts a Summit each year, which provides an opportunity for focus groups.

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.

The Department of Health System Transformation includes the Project Management Office (PMO), overseen by a PMO Director, who together have responsibility for implementation plan deliverables.

A project team comprised of clinical and operational leads from PPS Partner organizations has been assembled to spearhead the activity necessary to accomplish implementation plan deliverables. The projects are grouped by behavioral health, primary care, and prevention, and assigned to a Project Manager (PM). The AHI PPS is currently recruiting for a PM to support 3ai – Integrating Behavioral Health into Primary Care, and 4aiii – Strengthening MEB Infrastructure. The PM assigned to the project is responsible for supporting the Team by coordinating meetings, setting meeting agendas, researching information and resources, and producing progress and performance reports. The PMO uses the Performance Logic DSRIP Tracker Tool for project management.

At this point in the DSRIP implementation plan, the Team has been very project focused with a heavy emphasis on timeline and reporting for tasks milestone completion. The PPS is on track to disseminate Project 2aii – PCMH and Project 2di – Community Engagement at the end of the summer which will pave the way for Partners to become actively involved in DSRIP Project activity. With contracts defining roles and responsibilities of AHI PPS and Partners, and the shift in focus to performance, the PPS has retained an advanced degree clinician and professor to support project managers by:

- developing work plans that foster community engagement and drive successful project outcomes;
- developing systems and processes to implement transformative strategies that the meet the triple aim;
- monitoring DSRIP milestones and timelines; and,
- developing and implementing strategies to meet the goals.

With the contractor for clinical effectiveness working with the PMO, we expect emphasis will be placed on common patient care pathways, and care coordination and management that are common to multiple projects.

✓ 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.



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The AHI PPS has 11 projects and is continuing to establish the PPS infrastructure. Project requirements, strategies, staff and budgets, are inter-related across projects and infrastructure work streams. As such, the functions of the PMO, the Project Teams, and the PPS Governance (including Finance, IT, Clinical Quality, etc.) will need to be integrated. Several strategies will be used to achieve this including interdisciplinary committees and workgroups, careful development of agendas to include the necessary status reports from related work streams, and communications platforms that allow for easy sharing of information across initiatives. The PPS is leveraging The MIX for discussion groups, and will also utilize the DSRIP Tracker Project Management platform, to manage the integrated functions.

The AHI PPS is currently taking steps to ensure the PMO is adequately resourced to manage the complexity described above. Four Project Managers have been recruited, two more are anticipated, and additional Project Management capacity is available via a contracted resource. The team will manage the overlapping project requirements, and will rely on the "Conceptualizing PPS Project Requirements" resource provided by the DSRIP Support Team.



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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
AHI PPS PMO	Project Managers: Betsey Towne, Jessica Chanese, Louann Villani, Jolene Munger, Karen Rappleyea, Rebecca Evansky	The PMO monitors progress and produces reports for PPS partners, Project Teams and Governing bodies, as well as the NYS DOH. The PMO is the central link between the Project Teams and the Workstreams (Finance, Workforce, IT, etc.). The PMO monitors progress and identifies risks for all Projects and Workstreams, and engages PPS leadership/Governance as needed.
Clinical Governance & Quality Committee	Oversees clinical quality for all projects	The PPS Clinical Governance & Quality Committee will establish a structure for managing Clinical Quality of all projects (sub-committees or workgroups will be established that cover 1 or more related projects).
Project Team Leaders	At this time, there are over 50 individuals leading projects in their regions. Given the large geography of the AHI PPS, we have organized into sub-regions, each area has leadership in place for their Project Teams.	Project co-leads (clinical & operational) drive the Project Implementation, supported by a Project Manager



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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		
AHI PPS Finance Committee	Financial Impact Monitoring	The Finance Committee will monitor the impact of the DSRIP Projects on the financial health of the network and providers. The Finance Committee will include AHI's CFO, who will work closely with the AHI PMO.
AHI PPS Workforce Committee & Workforce Manager	Manage the delivery of the workforce strategy through the project teams.	Manager will work closely with the Project Teams, to identify and develop the Workforce Strategies, and to coordinate efforts across projects to achieve efficiencies. The Workforce Manager will be responsible for the quarterly reporting of Workforce numbers (supplied by the Project Teams)
AHI PPS IT & Data Sharing Committee	Identify and establish a plan for, the IT needs of the Projects.	The AHI PPS IT & Data Sharing Committee will be staffed by an AHI Senior Manager, who is the liaison between this Committee and the AHI PPS PMO The Committee will have the overall responsibility for management of the IT and Data Sharing initiatives.
Compliance Committee	Establish and Monitor the PPS Compliance Plan	Review PPS conduct in terms of adherence to the applicable guidelines, laws, and regulations.
Community & Beneficiary Engagement Committee	Manages PPS relationships with patients, consumers, and CBOs	Coordinat patient and community outreach and engagement activities.
External Stakeholders		
Patient Advisory Councils	Patient Group	Some PPS partners have established Patient Advisory Councils, these groups will be engaged in the PPS to provide feedback, views, opinions, that can inform the development of the Projects.
Ellis Medicine PPS	Collaborating on Domain 4 Project Implementation	Collaborate on Domain 4 implementation, given overlapping service areas and providers; coordinate to avoid redundancy/overlap in project implementation
North Country Initiative PPS	Collaborating on Domain 4 Project Implementation	Collaborate on Domain 4 implementation, given overlapping service areas and providers; coordinate to avoid redundancy/overlap in project implementation
Albany Med PPS	Collaborating on Domain 4 Project Implementation	Collaborate on Domain 4 implementation, given overlapping service areas and providers; coordinate to avoid redundancy/overlap in project implementation



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Key stakeholders	Role in relation to this organizational workstream	Key deliverables / responsibilities
Labor Representatives (union, staff of non-unionized employers)	Labor Representation	PPS Partners have identified labor representatives (the union rep, or a staff member for non-unionized employers) that are taking part in the Workforce Committee and providing input in the development of the Workforce Strategy.
Directors of Community Services / Community Services Boards/ Local Governmental Units	Project Planning and Implementation Support	PPS has engaged with LGUs for project planning support including the development and incorporation of projects into county service plans as appropriate
OMH, OPWDD, OASAS	Project Implementation Support	Provide insight into best practices with respect to the implementation of all projects - particularly 2.a.i. and 3.a.i.
Office for the Aging	Project Implementation Support	Provide insight into best practices with respect to the implementation of all projects - particularly 2.b.viii and 3.g.i.



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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.

The Project Implementations will be supported by regional IT infrastructure. The HIT Workgroup is currently developing the PPS Technology Roadmap, which will include a timeline that reflects PPS-wide priorities. There are specific IT capabilities and data sharing protocols that will support multiple projects, and multiple project requirements. These high priority elements will be undertaken early in the IT implementation plan.

The AHI PPS conducted a high-level current state assessment that identified significant variation in the network in terms of providers access to, and use of, electronic patient information. The HIT Workgroup will transition to an IT & Data Sharing Committee, which will drive greater use of interoperable health IT platforms. The PMO will be responsible for ensuring that each of the DSRIP projects is tied into the IT planning and implementation in the appropriate fashion. The overarching multi-project IT initiative of the AHI PPS will be the Population Health Management System. The PHM functionality will be central to multiple projects.

✔ 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 DSRIP projects are central to the development of a quality performance reporting system and culture. It is through each project team that the PPS promotes a culture of quality improvement and accountability. The Project Teams and PMO processes and tools provide the PPS with the opportunity to optimize and standardize processes that are necessary to realize the desired outcomes.

For each individual project, the project co-leads will oversee the creation and continuous improvement of the multi-disciplinary care pathways that support the delivery of the project. The leads will communicate performance, in relation to goals, to Project Teams and partner organizations. Project Leads will have a key role in the data & analytics work stream; they will contribute to the development of performance dashboards and other reporting tools. The leads will identify resources needed for Project success, including clinical specialists, CBOs, training, or other resources.

The AHI PPS PMO will be responsible for consolidating all performance reporting metrics and measures – including the project-specific performance dashboards described above, and the DSRIP outcome measures – and reporting the most critical or high-risk metrics up to the Clinical Governance & Quality Committee and the PPS steering committee.



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✔ IPQR Module 10.7 - Community Engagement

Instructions :

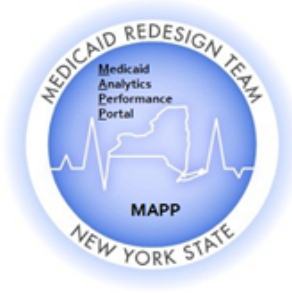
Please describe your PPS's planned approach for driving community involvement in the DSRIP projects, how you will contract with CBOs for these projects, how community engagement will contribute to the success of the projects, and any risks associated with this.

The AHI PPS has a multi-pronged approach to engaging the community in the PPS projects. The governance includes a Community & Beneficiary Engagement Committee. This group provides community representatives with a direct line of communication to the PPS Steering Committee. The PPS will also work closely with the Population Health Improvement Program Staff (AHI is the PHIP contractor in this region) and the area's Rural Health Networks to leverage existing community groups & forums to provide insight and guidance to the PPS with regards to the projects, and to assist the PPS in identifying opportunities for collaboration.

The role of any given community based organization varies by project. We expect extensive CBO engagement and contracting under project 2.d.i and many CBOs have already signed master participation agreements.

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	0.00	750,000.00	385,000.00	715,000.00	155,000.00	232,500.00	90,000.00	135,000.00	40,000.00	60,000.00	2,562,500.00
Redeployment	0.00	0.00	35,000.00	65,000.00	20,000.00	30,000.00	20,000.00	30,000.00	2,000.00	3,000.00	205,000.00
New Hires	0.00	125,000.00	350,000.00	650,000.00	245,000.00	367,500.00	90,000.00	135,000.00	18,000.00	27,000.00	2,007,500.00
Other	0.00	250,000.00	140,000.00	260,000.00	90,000.00	135,000.00	80,000.00	120,000.00	40,000.00	60,000.00	1,175,000.00
Total Expenditures	0.00	1,125,000.00	910,000.00	1,690,000.00	510,000.00	765,000.00	280,000.00	420,000.00	100,000.00	150,000.00	5,950,000.00

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).	Completed	Finalized PPS target workforce state, signed off by PPS workforce governance body.	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 4: Complete future state assessment identifying future workforce demand based on anticipated needs of project implementation.	Completed	complete assessment	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1	
Task Step 5: Report information/updates to Workgroups	Completed	report updates	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Step 6: Final analysis approved by the Workforce Committee.	Completed	final analysis	02/01/2016	06/30/2016	02/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Step 1: Establish Workforce Workgroups (which include individuals with subject matter expertise and experience and representatives from AHI) who will be tasked with planning and implementation efforts as laid out in the implementation plan. The Workforce Workgroups are: Compensation and Benefits Workgroup, Employee Engagement Workgroup, Recruitment and Retention Workgroup and Training and Resources Workgroup. Other workgroups may be created if deemed necessary for planning and implementation.	Completed	establish workgroups	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Step 2: Contract with the Center for Health Workforce Studies to assist in plan development to capture the target workforce state.	Completed	contract to assist in development	09/01/2015	02/29/2016	09/01/2015	02/29/2016	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
Task Step 3: Collaborate with the Albany Medical Center PPS and Alliance For Better Health Care PPS on job title descriptions that will assist in defining the professions within the target workforce state.	Completed	collaborate between PPS's	10/15/2015	12/31/2015	10/15/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Step 7: Complete report of projected impact by staff type and facility for DY5.	Completed	Complete report.	05/01/2016	09/30/2016	05/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Milestone #2 Create a workforce transition roadmap for achieving defined target workforce state.	Completed	Completed workforce transition roadmap, signed off by PPS workforce governance body.	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 4: The Workforce Committee will review and approve workforce transition roadmap (including timeline for the transition of the workforce from the current state to the future state).	Completed	review and approve transition roadmap	03/02/2016	09/30/2016	03/02/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 3: Utilizing information from the gap analysis and transition roadmap, complete an impact assessment identifying impact by role and organization (low, medium, high)	Completed	complete an impact assessment	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 2: Based on the findings of the future state assessment and current state assessments, develop consolidated map of specific changes required to the workforce in order to achieve the essential workforce for successful project implementation. Define the timeline of when these changes will need to take place and what the dependencies are for all training, redeployment and hiring in line with project timeline and needs.	Completed	develop map of specific changes required	01/15/2016	09/30/2016	01/15/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 1: Develop the Workforce Committee, which will be the governing body for workforce planning and programming. The Committee will define	Completed	Develop workforce committee	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3	



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DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter	AV
how and by whom decisions around resource availability, allocation, training, redeployment and hiring will be made and signed off on. The Committee will be comprised of the Workforce Committee Chair, leaders of the designated workgroups, union representatives, human resources representatives, workforce experts, individuals with experience in curriculum development and representatives from AHI.									
Task Step 5: Utilizing data from the current state analysis and transition roadmap, identify the origin and destination of staff who may be redeployed to understand the changes and impact to jobs and partner organizations.	Completed	Identify the origin and destination of redeployed staff	06/30/2016	09/30/2016	06/30/2016	09/30/2016	09/30/2016	DY2 Q2	
Milestone #3 Perform detailed gap analysis between current state assessment of workforce and projected future state.	Completed	Current state assessment report & gap analysis, signed off by PPS workforce governance body.	09/01/2015	09/30/2016	09/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 7: The Workforce Committee will review and approve recruitment strategies for new hire and employee retention needs based on findings of the gap analysis.	Completed	review and approve strategies for recruitment	12/01/2015	09/30/2016	12/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 6: The Recruitment and Retention Workgroup will develop strategies to attract potential new hires to new opportunities as a result of DSRIP project implementation.	Completed	develop recruitment and retention strategies	11/15/2015	09/30/2016	11/15/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 5: Analyze gap analysis and need for new hires along with training and redeployment needs. Review/revise workforce budget based on projections over the duration of project implementation	Completed	gap analysis	07/28/2016	09/30/2016	07/28/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 4: Map current state analysis against future workforce needs to identify workforce gaps and	Completed	Map current state against future needs to identify gaps	03/21/2016	09/30/2016	03/21/2016	09/30/2016	09/30/2016	DY2 Q2	



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new hire needs.									
Task Step 3: Perform current state assessment.	Completed	perform current state assessment	01/26/2016	03/31/2016	01/26/2016	03/31/2016	03/31/2016	DY1 Q4	
Task Step 2: Workforce Committee to approve the process to complete current state assessment.	Completed	approve process for assessment	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task "Step 1: Retain the Center for Health Workforce Studies to perform current state assessment of staff availability across the PPS and partner organizations, which will identify: - Staff who could fill future state roles through up-skilling and training; - Staff who could potentially be redeployed directly into future state roles "	Completed	assess current state of staff across PPS	09/01/2015	03/31/2016	09/01/2015	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.	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	YES
Task Step 5: The Compensation and Benefits Workgroup will develop a plan to identify the number of full and partial placements across the AHI PPS and identify the impact to compensation and benefits. The Workgroup includes representatives from unions and regional Departments of Labor to assist in analysis.	On Hold	identify redeployment numbers and identify the impact to compensation and benefits.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Step 4: Utilizing data from the current state analysis and transition roadmap, identify the origin and destination of staff who may be redeployed to understand the changes and impact to jobs and partner organizations.	On Hold	utilize analysis and roadmap to understand the potential impact on partner organizations	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	
Task Step 3: Collaborate with the Albany Medical Center PPS and Alliance For Better Health Care	Completed	Collaborate with other PPS's to define target professions	10/15/2015	03/31/2016	10/15/2015	03/31/2016	03/31/2016	DY1 Q4	



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PPS on job title descriptions that will assist in defining the professions within the target workforce state and compensation and benefits analysis.									
Task Step 2: The Workforce Committee will approve the process to proceed with Compensation and Benefit Analysis.	Completed	approve compensation and benefit analysis process	11/01/2015	12/31/2015	11/01/2015	12/31/2015	12/31/2015	DY1 Q3	
Task Step 1: The Compensation and Benefits Workgroup, working with the Center for Health Workforce Studies, will develop a baseline compensation and benefits analysis based on guidelines provided by NYS DOH.	Completed	develop a baseline compensation and benefits analysis	01/01/2016	02/29/2016	01/01/2016	02/29/2016	03/31/2016	DY1 Q4	
Task Step 7: The Workforce Committee will review and finalize compensation and benefit analysis and employee engagement policies	Completed	finalize compensation and benefit analysis and employee engagement policies	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task Step 6: Employee Engagement Work Group will direct the development and incorporation of policies for impacted staff who face partial placement, as well as those staff who refuse retraining or redeployment. The Employee Engagement Workgroup includes union and regional Departments of Labor to assist in planning.	Completed	development and incorporation of policies	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task # 5 The Workforce Committee will develop a plan to identify the number of full and partial placements accross the AHI PPS and identify the impact to compensation and benefits. The Committee includes both employer and union representation.	Completed	Develop a plan to identify placements across the AHI PPS	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1	
Task #1 The Compensation and Benefits Work Group, working with the Center for Health Workforce Studies, will develop a baseline compensation	On Hold	Work with Center for Health Workforce Studies.	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4	



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and benefits analysis tool based on guidelines provided by NYS DOH.									
Task #7 The Workforce Committee will review and finalize the compensation and benefits analysis and employee engagement policies.	Completed	Finalize analysis and engagement policies.	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	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	NO
Task Step 1: The Training and Resources Work Group will outline current state training needs based on the gap analysis and transition roadmap which may also include surveys and interviews.	Completed	outline training needs	02/01/2016	09/30/2016	02/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 4: Develop and finalize Training Strategy based on transition roadmap, including goals, objectives and guiding principles for the detailed training plan; confirm process and approach to training (e.g. voluntary vs. mandatory etc.) as well as methods of tracking.	Completed	develop and finalize training strategy	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 3: Develop a tool to measure training effectiveness in relation to established goals within the training strategy.	Completed	measure effectiveness of training	03/01/2016	09/30/2016	03/01/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 2: The Training and Resources Workgroup will identify training resources (education and other training resources) that are currently available within the PPS and identify resources that can be provided via web-based learning or are available outside the AHI PPS region.	Completed	identify resources	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2	
Task Step 6: The Workforce Committee will review and approve the training plan.	Completed	review and approve training plan	07/30/2016	09/30/2016	07/30/2016	09/30/2016	09/30/2016	DY2 Q2	
Task Step 5: Finalize detailed Training Plan (based on Training Strategy), including methods, channels and key messages required for training based on	Completed	finalize detailed plan	02/01/2016	09/30/2016	02/01/2016	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
project needs. This includes consideration of geography, language, level of education, training tools, and methods of delivery.									

IA Instructions / Quarterly Update

Milestone Name	IA Instructions	Quarterly Update Description
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).	dlarose	Other	23_DY4Q4_WF_MDL112_PRES1_OTH_Workforce_Ongoing_Reporting_Narrative_DY4Q4_03262019_24743.docx	Workforce_Ongoing Reporting Narrative_DY4Q4	04/22/2019 02:35 PM
Develop training strategy.	dlarose	Other	23_DY4Q4_WF_MDL112_PRES5_OTH_Workforce_Training_Schedule_DY4Q4_24745.xlsx	Workforce Training Schedule_DY4Q4	04/22/2019 02:40 PM
	dlarose	Other	23_DY4Q4_WF_MDL112_PRES5_OTH_Workforce_Training_Schedule_DY4Q3_24744.xlsx	Workforce Training Schedule_DY4Q3	04/22/2019 02:40 PM

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Define target workforce state (in line with DSRIP program's goals).	
Create a workforce transition roadmap for achieving defined target workforce state.	
Perform detailed gap analysis between current state assessment of workforce and projected future state.	
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.	
Develop training strategy.	



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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 & 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.

The key risks we have identified that could impact our ability to meet our baseline process measures in the future are:

1. Competition from the overlapping PPSs in the adjacent regions to AHI over high-demand positions. We will collaborate with neighboring PPSs in our region and strive for equitable access among PPSs for hiring high-demand staff. Regular meetings and discussions with key workforce staff in neighboring PPS will take place with the goal of ensuring the future state workforce needs of all PPSs are met and to identify opportunities for collaboration.
2. Difficulty recruiting for providers in the AHI PPS network (particularly for relatively low-paid roles), with the challenges in a rural area compared to other PPSs in the State that will also be recruiting for the same positions.

To mitigate this risk, the Recruitment and Retention Workgroup has been developed which is investigating strategies to building a pipeline of health care staff and a coalition of health care professionals who will speak to the need for these key positions in high schools, BOCES programs (including New Visions), and community colleges. The Recruitment and Retention Workgroup is also creating a marketing campaign regionally and beyond to help identify our region as an employment destination. In addition, a Recruitment and Retention Fund has been developed to assist partners with recruitment and retention efforts for key positions which will expand services for DSRIP related projects.

3. Many requirements and projects, including 2a i, depend on the successful implementation of an electronic health records system, as well as the necessary training and change management and engagement support to ensure that impacted staff are ready, willing, and able to succeed with the new system.

In order to execute the activities to support these endeavors in a timely and effective manner, AHI PPS continues to maintain discussions with consultants to provide technical assistance. Necessary training will be incorporated in to a training plan. Strict project management and reporting protocols will be instituted to ensure the PPS remains on track and on schedule with regard to getting our people, processes, and technology ready for success in the DSRIP future.

4. AHI PPS may have difficulty obtaining buy-in and support from frontline workers and key stakeholders, which in turn could impact DSRIP project success.

To mitigate this risk, the PPS has approved the Workforce Communication and Engagement Strategy to provide information and updates to share with partners to then be shared with their employees. This strategy included a survey to partners to identify the mechanisms used to communicate with their employees and its effectiveness. Tools to communicate with all employees will be developed from this information and shared for use, incorporated in to a tool that they have identified works best for their organization. All workforce groups (Workforce Committee, Workforce Advisory Council and four workgroups) have membership which includes union representation as a mechanism for communication and to gain support from employees.

5. Partners not completing necessary survey/assessment documentation for analysis of the PPS workforce.

To mitigate this, the PPS will carefully plan important information gathering tools to ensure the best response. The PPS will work with professional survey organizations to ensure the questions are clear and concise. Partners will be given adequate time to fill out the surveys as accurately as possible, frequent reminders will be sent out, and extensions will be given as needed to complete assessments. When possible and appropriate, the PPS will group surveys together to reduce the numbers of surveys for Partners.



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✓ 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.)

Given the importance of the workforce spending milestone and the importance of directing funds to providers in our network to support the training/retraining, recruitment and redeployment needs, the connection between workforce transformation and finance is crucial. Finance (both AHI finance and PPS finance) will be kept updated with workforce funding requests as initiated through the workforce workgroups and committee. Feedback from finance will be solicited to enhance the process. Finance and workforce will remain in frequent contact on the status of workforce spending to ensure that the PPS will meet the requirements of the workforce spending achievement value.

Additionally, there is a strong relationship between the training components of workforce transformation strategy and the cultural competency workstream. Training linked to cultural competency and health literacy will be needed for all levels of the workforce, including physicians, nurses care coordinators, etc., to ensure that all are able to communicate effectively with our entire patient population. The Training and Resources Workgroup and Workforce Committee will play an integral role the Cultural Competency and Health Literacy Training Strategy implemented throughout the PPS.

Lastly, workforce is closely tied to clinical integration as training/retraining and the addition of new staff will focus on creating more integrated multi-disciplinary teams that cross organizations boundaries. Redeployments may be necessary to ensure that the right staff are placed in the right location to support better clinical integration and success of DSRIP projects.



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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
Executive Director, DSRIP Operations & Fulton Population Health Network (PHN)	Nancy Gildersleeve	Provide oversight and input into the development of workforce initiatives
Workforce Manager	Kelly Owens/AHI	Dedicated Workforce Manager accountable for development of IP and execution of all workforce-related activities
Workforce Committee Chair	Diane Wildey/SUNY Adirondack	Diane is the Dean of special academic services at SUNY Adirondack. Leading educational initiatives throughout our region. She will provide leadership to the Workforce Committee and assist AHI Workforce staff in the successful implementation of workforce activities.
Training and Resources Work Group	Workgroup Leader: Diane Wildey (Dean Special Academic Services, SUNY ADK), and includes other interested parties related to training needs and strategies.	Responsible for a comprehensive set of strategies for successful implementation of the workforce transformation agenda related to training needs. Identify training gaps and key training resources available to achieve success in implementation plan activities.
Compensation and Benefits Work Group	Workgroup Leader: Sadie Spada (CEO, The Adirondack Arc), and includes other interested individuals with an interest/expertise related to compensation and benefit information.	Responsible for a comprehensive set of strategies related to compensation and benefit in order to fully understand the impact of DSRIP Implementation upon the workforce and achieve prescribed milestones.
Employee Engagement Work Group	Workgroup Leaders: Thomas Gosrich (VP Human Resources, UVM-CVPH) and includes other interested individuals related to engaging the workforce in DSRIP related information	Responsible for a comprehensive set of strategies for successful implementation of the workforce transformation agenda related to communication and working with impacted employees. Develop a communication plan with all levels of the workforce related to DSRIP and strategy to work with impacted employees due to project implementation.
WF Vendor	Blue Fox Fire	Assist AHI PPS in the development and implementation of tracking and reporting efforts related to the semi-annual impact analysis data.
WF Learning Management System (Training) Vendor	HealthStream Learning Management System	Training vendor with extensive experience in education of health care professionals in acute care setting with on-line training that can provide training to support training and retraining needs along with the ability to track training across the PPS.
Labor Representation	1199 SEIU - United Health Workers East	Labor organization that, through participation on the Workforce Committee and each of its work groups, can provide insights and expertise into likely workforce impacts, staffing models, and key job



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Role	Name of person / organization (if known at this stage)	Key deliverables / responsibilities
		categories that will require retraining, redeployment, or hiring.
Workforce Consultant	Center for Health Workforce Studies	Responsible for the coordination and execution of workforce activities and analyses, working with the Workforce Committee and Workforce Manager to achieve necessary milestones.
Workforce Leadership Team	Workforce Committee Chair, Work Group leaders, designation AHI PPS Workforce staff	Define how and by whom any decisions around resource availability, allocation, training, redeployment and hiring will be made and signed off.
Workforce Committee	Includes 11 Individuals including: Chair - Diane Wildey (Dean of Special Academic Services, SUNY Adirondack), Linda Beers (Essex County Public Health), Jill Borgos (Empire State College), Kyle Brock (Glens Falls Hospital), Debbie Couture (Behavioral Health Services North), Thomas Gosrich (UVM-CVPH), Becky Leahy (North Country Home Services), Mark Lukens, (Behavioral Health Services North), Elizabeth Parsons (Fort Hudson Health System), Sadie Spada (The Adirondack Arc), Kathy Tucker (1199 SEIU).	Includes representatives from human resources, finance, administration from , educational institutions, , health care organizations representing primary care, acute care, home care, long term care services, public health departments as well as union representatives and AHI staff who will define how and by whom any decisions around resource availability, allocation, training, redeployment and hiring will be made and signed off on.
Workforce Coordinators	Jessica Maguire/AHI Chelsea Truehart/AHI	Assist with implementation of workforce deliverables and managing workforce workgroup initiatives.
Recruitment and Retention Workgroup	Workgroup Leaders: Elizabeth Parsons (Director of HR, Fort Hudson Health System) and Mark Lukens (CEO, Behavioral Health Services North) and includes other interested parties related to the recruitment and retention efforts in the PPS region.	Responsible for a comprehensive set of strategies for successful implementation of the workforce transformation agenda related to the recruitment and retention of hard to fill/retain positions within the PPS and those positions of high need with successful project implementation.



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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		
Eric Burton	CEO, AHI	Oversight in all PPS activities
Sarah Wright	CFO, AHI	Financial oversight
Phil Kahn	Communications Coordinator, AHI	Assist with execution of employee engagement and communication activities.
External Stakeholders		
Workforce Advisory Council	Workforce advisory group	Subject matter experts and interested parties who will share information and recommendations related to implementation efforts including analyses of current and future state, transition roadmap, compensation and benefits analysis, and training strategy
1199 SEIU - UHWE	Labor/Union Representation	Expertise and input around job impacts resulting from DSRIP projects. Participation on Workforce Committee, workgroups and Workforce Advisory Council.
New York State Nurses Association (NYSNA)	Labor/Union Representation	Expertise and input around job impact resulting from DSRIP projects. Participation in workgroups and Workforce Advisory Council.
Center for Health Workforce Studies	Workforce Vendor	Coordination and execution of workforce activities and analysis
Albany Medical Center PPS	Neighboring PPS	Neighboring PPS with shared counties. Collaboration on agreed upon efforts to avoid duplication and streamline resources.
Alliance For Better Health Care PPS	Neighboring PPS	Neighboring PPS with shared counties. Collaboration on agreed upon efforts to avoid duplication and streamline resources.
Samaritan Medical Center PPS	Neighboring PPS	Neighboring PPS with shared counties. Collaboration on agreed upon efforts to avoid duplication and streamline resources.
HealthStream Learning Management System	On-Line Training Vendor	Vendor providing on-line training and tracking ability related to training initiatives. Allows the PPS to deploy training in a cost effective and far reaching manner.



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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.

The relationship between IT and Workforce is an important one, and alignment between these two workstreams at AHI PPS will be critical to DSRIP success. First, once our training strategy and plan are implemented, we will rely on IT platforms significantly to track training progress (e.g. tracking who's been trained, the subject matter of the training, when the training took place, certification levels, etc.). This will require a cross-member organization learning management system (LMS) capability. Second, as AHI PPS begins to execute the workforce transition roadmap, we will rely on IT capabilities to track staff movement and changes across the PPS (e.g. redeployed staff, net new hires). AHI PPS will utilize a data collection system to track workforce changes in a timely fashion.

✅ IPQR Module 11.9 - Progress Reporting

Instructions :

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

The headline measures of the success of our workforce transformation program will be the targets of redeployed, retrained, and hired staff and the workforce budget, as articulated in the gap analysis and transition roadmap provided later in DY2. AHI PPS will work with a data consultant and data collection system to obtain and report this data every six months as required. Trends will be shared with the respective workgroups and committee and variances will be discussed.

DSRIP project managers will provide reports to the Workforce Manager to share with the AHI PPS Workforce Committee and Workgroups (Compensation and Benefits, Employee Engagement, Recruitment and Retention, and Training and Resources), in order to ensure the workforce committee and workgroups (particularly the Training & Resources Workgroup and Recruitment & Retention Workgroup) have a real-time view of how the recruitment, redeployment and retraining efforts are affecting the individual projects. This will allow us to manage any risks as they arise.

The Workforce Committee, with guidance and assistance from the Workforce Workgroups and dedicated AHI PPS Workforce Staff, will develop a process to manage the data collection and ratification for the quarterly progress reports, and will communicate this with all organizations in the PPS Network.



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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
dlarose	Other	23_DY4Q4_WF_MDL1110_OTH_AHI_PPS_Impact_Analysis_DY4_Q3.Q4_24746.xlsx	AHI PPS Impact Analysis DY4 Q3.Q4	04/22/2019 02:46 PM

Narrative Text :

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. 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" section is calculated based on the total yearly commitments.

Benchmarks	
Year	Amount(\$)
Total Cumulative Spending Commitment through Current DSRIP Year(DY4)	5,700,000.00

Funding Type	Workforce Spending Actuals		Cumulative Spending to Date (DY1-DY5)(\$)	Cumulative Percent of Commitments Expended through Current DSRIP Year (DY4)
	DY4(Q1/Q2)(\$)	DY4(Q3/Q4)(\$)		
Retraining	152,564.31	237,490.65	1,980,853.07	80.44%
Redeployment	0.00	0.00	0.00	0.00%
New Hires	157,999.78	158,505.59	2,438,018.06	124.23%
Other	113,327.30	157,477.54	1,033,140.69	96.11%
Total Expenditures	423,891.39	553,473.78	5,452,011.82	95.65%

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
dlarose	Other	23_DY4Q4_WF_MDL1111_OTH_AHI_PPS_Final_Workforce_Spending_DY4_Q3.Q4_20190422_24816.xlsx	AHI PPS Final Workforce Spending DY4 Q3.Q4	04/22/2019 04:47 PM

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.

Challenge: Operational challenges in implementing and executing the project's milestones and tasks within the quarter for completion. Project Milestones 1 and 2 have resulted in some changed due dates. Additionally, AHI PPS has experienced changing leadership, which has impacted the project significantly. Efforts are underway to create the infrastructure to operate in an IDS fashion.

Mitigation: AHI PPS continues to engage our partners in the development of an IDS. This includes additional training opportunities to help develop broader understanding of IDS concepts and goals. AHI PPS has successfully recruited a new CEO that is leading efforts to review the PPS Lead organizational structure and composition of the governance committees to ensure that we have sufficient resources that are effectively deployed.

Challenge: Secure contracting agreements (Master Participation Agreement and Project Schedule A2s) with PPS Partners.

Mitigation: PPS Governance has agreed upon a second round of Engagement Funds to be distributed to PPS Partners. AHI PPS has distributed a Master Participation Agreement to all partners with 57 having been returned, as of 6/30/2016. Project specific schedules for most projects have been reviewed by the PPS Finance Committee which has recommended several to the PPS Steering Committee and has several more queued up for approval.

Challenge: Performance management and engagement across the AHI PPS network.

Mitigation: Reorganize and, if necessary, increase AHI PPS resources to provide more focus on vital provider/partner engagement activities.



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Adirondack Health Institute, Inc. (PPS ID:23)

✅ 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	Completed	07/01/2016	03/31/2018	07/01/2016	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		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Utilize Network Committee (to be established under Governance) to develop work plan.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Define PPS administrative staffing plan, including identifying Network Management resources dedicated to managing and building an appropriate network.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Analyze current state of network adequacy, taking into consideration the geographic distribution of Medicaid and uninsured populations, and their health needs, in relation to the set of providers that have signed a commitment letter to participate in the PPS.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Establish a network development strategy (short & long-term) focusing on adding new providers and/or expanding capacity in underserved areas.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Provide the Workforce Committee (to be established under Governance) with information on the Network Development strategy, as it may be informative for the Workforce Development plans.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 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
Work with Community and Beneficiary Engagement Committee (to be established under Governance) to develop CBO inclusion/adequacy strategy.										
Task Develop list of target CBOs and define plan for ongoing engagement/inclusion.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Work with Finance Committee to develop payer engagement strategy.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Develop list of target payers and define plan for engagement in PPS activities.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
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	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task PPS produces a list of participating HHs and ACOs.		Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Participating HHs and ACOs demonstrate real service integration which incorporates a population management strategy towards evolving into an IDS.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	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	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Evaluate existing population health management capabilities, including those of the Adirondack Region Medical Home Initiative, the AHI Health Home, and the Adirondacks ACO.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Establish a collaborative planning process. Include Medical Home, ACO, and HH, decision-makers in the PPS HIT Workgroup; provide PPS representation to the Medical Home Governance Committee and the Adirondacks ACO Informatics Committee.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Align the committees that govern technology plans and investments (including population health management systems) and those that govern clinical quality, patient and beneficiary engagement, where feasible. Alignment plan will take into consideration the governance requirements of the various legal		Project		Completed	07/01/2015	09/30/2015	07/01/2015	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
entities.										
Task Incorporate Health Home outreach and care management capabilities in the appropriate project plans.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Evaluate current state of measures alignment: prepare metrics crosswalk (ACO, Medical Home, HH, PPS).		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Work with the Clinical Quality Committees of the various entities (or a shared committee, if feasible), to establish a unified, regional quality dashboard and metrics set that is utilized by ACO, Medical Home, Health Home and PPS.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
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	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Clinically Interoperable System is in place for all participating providers.		Project		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS has protocols in place for care coordination and has identified process flow changes required to successfully implement IDS.		Project		Completed	04/01/2015	03/31/2017	04/01/2015	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	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS trains staff on IDS protocols and processes.		Project		Completed	04/01/2015	03/31/2017	04/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Utilize Clinical Quality Committee (to be established through Governance) to develop work plan. Clinical Quality Committee will include primary care, acute care, behavioral health, long-term care, public health and CBOs as appropriate. Clinical Quality Committee structure will be finalized, as required, by the end of DY1 Q3; following which the Committee will have one-quarter to create the work plan.		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify and prioritize the list of processes for which the PPS / IDS will seek to develop standardized protocols.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	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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Gather existing protocols from across participating organizations (PPS partners, ACO, Medical Home, etc.), as well as evidence on the effectiveness of such protocols, and determine which ones will be adopted by the Committee and thus become standardized across the region.										
Task Identify process and quality measures to track in alignment with protocols to be implemented.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Develop timeline for adoption across region, including time commitments from participating organizations to roll out protocols and timeline for integrating measurements into quality/IT systems.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Develop the tools/resources needed to support dissemination of protocols and guidelines that have been adopted, including summaries, flowcharts, memos, slides, and other communication tools.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish method to track dissemination of protocols, and to monitor adherence to such protocols.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Utilize PMO to perform tracking (to previous task) and supply information to Clinical Quality Committee on an on-going basis.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	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	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Patnode Roger E Md; Richards Craig Warren Do; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Non-Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										



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Adler Bonnie E Np; Alvarez Pedro M Jr; Becker Warren Alan Do; Benardot Melissa Jo; Bernstein Jeffrey P Md; Burns Lisa Marie; Case Karen Braun; Chank Shelly M; Ciccateri Ruth A; De La Vega Maria Teresa; Dodd Jack Edward Jr; Dowling Peter E Md; Fields Jennifer L; Filippone Nicholas D Md; Franke Mark Lee Dds; Heysler Rebecca A Np; Hill Harry A; Hollis Keli Rose; Joshua L Frank; Kee Elaine F; King John F Md; Lawlor Pamela J; Litwicki Daniel J Md; Mallette Dyan Marie; Mestad Renee Elizabeth; Miller Kathi J Cnm; Miller Nelson L Md; Murawski Julie Lynn; Mycek John A Md; Nobel-Maxwell Jane; Oakes Anna; Oneill Tina Marie; Pliscofsky Gail; Polniak Noelle Elizabeth; Riccio Alexandra; Roldan Ernesto; Saleem Muhammad Usef; Samach Andrew Jay Md; Samenfeld-Specht James; Suna Carla Joyce; Williams Marguerite H; Wintle Catherine Ann; Wunderlich Kathleen L; Zoltay Gabor Md										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Hospital</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion: Adirondack Medical Center; Alice Hyde Medical Center; Canton-Potsdam Hospital; Champlain Valley Physicians H; Comm Mhc Glen Falls Mh; Elizabethtown Community Hsp; Gouverneur Hospital, Inc; Moses Ludington Hospital; Nathan Littauer Hospital										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Mental Health</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion: Adirondack Medical Center; Becker Warren Alan Do; Behavioral Hlth Srvcs North Risp Cn; Catholic Charities Rochester; Catholic Fam Comm Ser Fulton; Champlain Valley Physicians H; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Comm Mhc Glen Falls Mh; Community Work And Independence Spt; Dodd Jack Edward Jr; Essex Co Comm Ser Mh; Hill Harry A; Hillside Childrens Ctr; Joshua L Frank; King John F Md; Lakeside House Inc; Lexington Community Svcs Inc; Mha Fulton And Montgomery Co; Nobel-Maxwell Jane; Parsons Child And Family Ctr; Roldan Ernesto; Rtf Hs Of The Good Shepherd; Saleem Muhammad Usef; Samenfeld-Specht James; Saratoga Cnty Comm Svcs Brd; St Regis Mohawk Health Svcs; The Family Counseling Ctr; United Helpers Inc; Warren/Washington Mha Inc										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Nursing Home</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion: Adirondack Medical Ctr-Mercy Hlthcr; Adirondack Medical Ctr-Uihlein Merc; Adirondack Tri-Cnty Nr&Reh Ad; Alice Hyde Medical Center; Cgsr Inc; Champlain Valley Physicians H; Clinton County N H; Essex Operations Associates Llc; Fort Hudson Nursing Center; Fulton Center Rehabilitation & Heal; Glens Falls Crossings; Heritage Commons Res Health Care; Highland Nursing Home; Indian River Reh & Nrs Ctr; Nathan Littauer Hsp Nh Rhcf; Orchard Nursing & Rehab Ctr; St Margarets Center; Stanton Nursing & Rehab Cente; United Helpers Canton Nh Snf; United Helpers Nh; Washington Operations Associates Ll; Wells Nursing Home Inc Snf; Wesley Health Cc Inc Snf										
Task PPS uses alerts and secure messaging functionality.		Project		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify EHR vendor systems being used by participating safety net providers within the PPS.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Confirm that each of the EHR vendor systems being used by participating safety net providers within the PPS includes DIRECT Exchange (secure messaging), alerts and patient record look up. (Overlap with PCMH and MU requirements and plan addressed in project requirements, Milestones #5 and #7 below.)		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task For those EHR vendor systems that do not meet these requirements, develop a plan to address this issue with the		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2



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participating provider.										
Task Develop an implementation plan that includes setting up the sharing of health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Validate that all participating PPS safety net providers are actively sharing health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	10/01/2016	03/31/2018	10/01/2016	03/31/2018	03/31/2018	DY3 Q4
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	Completed	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		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Patnode Roger E Md; Richards Craig Warren Do; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task Identify all of the EHR systems being used by participating safety net providers within the PPS.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop an implementation plan that ensures that all EHR systems being used by safety net providers within the PPS meet MU and PCMH Level 3 standards by the end of Demonstration Year 3. (Overlaps with PCMH and MU steps that are outlined in more detail in project requirement #7 below.)		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Validate that all EHR systems being used by safety net providers within the PPS meet MU and PCMH Level 3 standards by the end of Demonstration Year 3.		Project		Completed	10/01/2016	03/31/2018	10/01/2016	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	Completed	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
Task PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.		Project		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify participating safety net providers that are actively using EHRs and other IT platforms.		Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Examine the population health management (PHM) functionality being used by any of our PPS partners. Some of the PPS partners may be performing their own health management (PHM) with the data within their own EHRs.		Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Gather and document DSRIP and PPS population health management requirements. These should also include input from participating safety net providers.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Perform a PHM vendor scan to identify available functionality of population health management tools/solutions that could contribute toward satisfying this PPS requirement.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Outline the plan and/or mechanism by which the PPS will utilize the data from the EHRs to perform population health management for all participating safety net providers. (Inclusive of functionality being developed by the state via the MAPP and Salient platforms.)		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Align the above mentioned steps within the PPS's population health management road map that is being developed. Refer to the Population Health Management work stream section.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Begin to follow this PHM roadmap as part of the over-arching implementation plan of the PPS to achieve this project requirement.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Validate that the PPS is performing population health management by actively using EHRs and/or other IT platform, including use of targeted patient registries, for all participating safety net providers.		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Milestone #7 Achieve 2014 Level 3 PCMH primary care certification and/or	DY3 Q4	Project	N/A	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4



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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		Completed	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task All eligible practices meet 2014 NCQA Level 3 PCMH and/or APCM standards.		Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Cougler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loinaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; Mccclure Marilyn Prichard; Mccullum Kevin P Md; Mccgonagle Mary; Mckeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski										
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		Completed	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Secure local subject matter experts (NCQA Certification/Meaningful Use/ Practice Transformation) to provider		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 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
services to support the PPS with this project, particularly with steps 2 to 7.										
Task Gain commitments from each participating practice, including a signed contract and/or MOU, and the identification of a Physician Champion.		Project		Completed	07/01/2015	03/16/2017	07/01/2015	03/16/2017	03/31/2017	DY2 Q4
Task Establish a PPS-wide detailed work plan and timeline that culminates with all participating PCPs meeting all requirements by the end of DY3, Q4.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Identify and engage existing resources to provide services to support practices in meeting project requirements. (This will include contracting with PMO/PCMH/MU Consultants.)		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Hire experienced Practice Transformation Coach(es) and Project Manager to support the project.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish and execute a communications plan to support Certification goals: key messages, audiences methods of communication, timeline. Ensure resource are in place to execute Communications plan - coordinate with Communications & PMO. These activities will be provided on an on-going bases through the end of the Target Completion Date.		Project		Completed	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Create individual work plans, tailored to the needs of each participating practice. Present plans to practices; gain buy-in. Plan includes the required steps and level of effort on behalf of the practices to achieve the PCMH and MU certifications.		Project		Completed	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Gain buy-in from practice staff to be assigned ownership of tasks within the implementation plan and to contribute toward the project goals.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Conduct initial practice assessments of all required participating practices; document the "current state" - include workflow, resources, etc.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Conduct EHR readiness assessment. (see Project Requirement/Milestone #5 steps)		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2



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Validate the "current state" document with each practice; schedule meetings, review Policies and Procedures, gain more information to be confident that the current state assessment is accurate.										
Task Perform a gap analysis assessment for participating practices between current state of each practice and requirements to achieve 2014 Level 3 PCMH recognition and to meet MU standards.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Allocate, and mobilize resources to each practice to fill gaps noted in task above. [Validate the "current state" document with each practice; schedule meetings, review Policies and Procedures, gain more information to be confident that the current state assessment is accurate.] Includes AHI PPS internal resources & contracted services.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Deliver Training and Education to practice staff to address needs/gaps. Identify and share best practices with PCP's. These activities will be provided on an on-going basis through the end of the Target Completion Date.		Project		Completed	10/01/2016	03/31/2018	10/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Include EHR Vendor in the practice transformation plan where needed; provide overall project management support for the practice to help them manage the vendor to achieve any vendor steps in the plan, such as required upgrades.		Project		Completed	10/01/2016	03/31/2018	10/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Conduct chart reviews and create NCQA documentation necessary for the application. Provide feedback, remediation, as needed.		Project		Completed	10/01/2016	03/31/2018	10/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Complete and submit Meaningful Use Attestation with practice staff / providers.		Project		Completed	01/01/2017	03/31/2018	01/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Complete and submit NCQA Applications.		Project		Completed	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Obtain copies of the Meaningful Use Certification and of the NCQA 2014 Level 3 Certification to document completion of the requirement.		Project		Completed	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #9 Establish monthly meetings with Medicaid MCOs to discuss	DY2 Q4	Project	N/A	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
utilization trends, performance issues, and payment reform.										
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	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Identify MCOs to partner with PPS, and engage in Committees as appropriate.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop strategy to engage MCOs in monthly forums to discuss utilization, performance, and payment reform issues.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Obtain legal counsel to ensure compliance with regulations throughout all payor engagement activities.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Milestone #10 Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.	DY3 Q4	Project	N/A	Completed	01/01/2016	03/31/2018	01/01/2016	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	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Providers receive incentive-based compensation consistent with DSRIP goals and objectives.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Research best practices on aligned provider compensation approaches.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Establish Provider Compensation Alignment Workgroup (including providers).		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Develop a communications plan, focusing on the "provider-facing" communications.		Project		Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify one or more Provider Champions who will participate in the development and implementation of "provider communications strategies" to promote aligned compensation models.		Project		Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Evaluate existing compensation models / approaches; identify high priority areas for alignment.		Project		Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task		Project		Completed	07/01/2016	03/31/2018	07/01/2016	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
Workgroup develops a plan to transition provider compensation to align with patient outcomes.										
Task Plan is vetted with Providers, administrators, and others as appropriate.		Project		Completed	11/15/2016	03/31/2018	11/15/2016	03/31/2018	03/31/2018	DY3 Q4
Task Implement plan and track progress.		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
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.	DY3 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Community health workers and community-based organizations utilized in IDS for outreach and navigation activities.		Project		Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Research best practices on patient activation and engagement, continually review new literature, complete first research review by DY1 Q3.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish project management team and timelines associated with meeting project requirements for all participating partners.		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Utilize the 2.d.i Project Work Group to vet the practices and develop implementation plans that maximize the CBOs assets and ability to reach the target population.		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Establish method for tracking progress on the implementation plan, utilize PMO to monitor progress and provide reports to 2di team, and to Patient and Community Engagement Committee.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task The PPS will create a standard performance-based contract that compensates CBOs and providers for outreach and navigation services, including incentives for successfully meeting patient activation metrics/goals.		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task The PPS will contract with CBOs and health care providers that already have an established, trusted relationship with the target population, to perform outreach and navigation activities.		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task The 2.d.i Project Work Group will work closely with the PPS		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	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
Workforce Committee to develop training for providers and CBOs in using the Patient Activation Measure (PAM) tool and cultural competency trainings, such as Bridges Out of Poverty.										

Prescribed Milestones Current File Uploads

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

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
All PPS providers must be included in the Integrated Delivery System. The IDS should include all medical, behavioral, post-acute, long-term care, and community-based service providers within the PPS network; additionally, the IDS structure must include payers and social service organizations, as necessary to support its strategy.	
Utilize partnering HH and ACO population health management systems and capabilities to implement the PPS' strategy towards evolving into an IDS.	
Ensure patients receive appropriate health care and community support, including medical and behavioral health, post-acute care, long term care and public health services.	
Ensure that all PPS safety net providers are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including directed exchange (secure messaging), alerts and patient record look up, by the end of Demonstration Year (DY) 3.	
Ensure that EHR systems used by participating safety net providers meet Meaningful Use and PCMH Level 3 standards and/or APCM by the end of Demonstration Year 3.	
Perform population health management by actively using EHRs and other IT platforms, including use of targeted patient registries, for all participating safety net providers.	
Achieve 2014 Level 3 PCMH primary care certification and/or meet state-determined criteria for Advanced Primary Care Models for all 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.	
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 & 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 #9	Fail	
Milestone #10	Pass & Complete	
Milestone #11	Pass & Complete	



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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 The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements / timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements / timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners / Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners / Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in successful submission of their applications.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications.								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-point Assessment Narrative	06/30/2016	06/30/2016	06/30/2016	06/30/2016	06/30/2016	DY2 Q1

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
The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	
Mid-Point Assessment	



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

Instructions :



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Project 2.a.ii – Increase certification of primary care practitioners with PCMH certification and/or Advanced Primary Care Models (as developed under the NYS Health Innovation Plan (SHIP))

✓ IPQR Module 2.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.

One risk to the AHI PPS is provider fatigue. Specifically:

- A number of health care providers are having increased demands on their time because of engagement in multiple ongoing primary care initiatives that are available in the region such as Medical Home, Adirondacks ACO, payer specific programs, NCQA recognition, as well as adapting to the change to value-based payment models (including the proposed MACRA legislation).

To mitigate this risks, the PPS will:

- AHI Transformation resources will identify the collective challenges and collaborate with partners to leverage shared resources across the network and alleviate concurrent pressures on providers.

Another risk is the AHI PPS is still working on finalizing contracting with our participants, including some large primary care practices.

- These efforts were delayed for the AHI PPS in part because of the time it took to confirm Safety Net status for AHI.
- Until that status was confirmed, we were unable to finalize our governance which has impacted budgeting and contracting.

To mitigate this risk, the PPS has:

- Retained consultants and held frequent meetings of our Finance and Steering Committees in order to make up ground.

Another risk is the AHI PPS will be unable to meet the patient engagement speed and scale targets set for this project.

- The AHI PPS was very aggressive in our speed and scale targets.
- Several providers have indicated they feel the requirement of annual screening for each Medicaid beneficiary, regardless of age, gender or health status is not supported by evidence and are concerned they may not have the capacity to meet the requirement.

To mitigate this risk, the PPS is:

- Working with the providers to resolve these concerns, and
- Are undertaking a rapid cycle quality improvement project (PDSA) around patient engagement for this project.



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✔ IPQR Module 2.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
DY3,Q4	67,447

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	0	58,500	0	67,447
	Quarterly Update	0	0	0	0
	Percent(%) of Commitment		0.00%		0.00%
IA Approved	Quarterly Update	0	0	0	0
	Percent(%) of Commitment		0.00%		0.00%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (0) does not meet your committed amount (67,447) for 'DY4,Q4'

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
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY4,Q4.



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Adirondack Health Institute, Inc. (PPS ID:23)

IPQR Module 2.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 Ensure that all eligible participating PCPs in the PPS meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	DY3 Q4	Project	N/A	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task All eligible practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.		Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Cougler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loinaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; Mccleure Marilyn Prichard; Mccullum Kevin P Md; Mccgonagle Mary; McKeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski										
Task Secure local subject matter experts (NCQA Certification /		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 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
Meaningful Use / Practice Transformation) to provide services to support the PPS with this project, particularly with the next 6 tasks.										
Task Gain commitments from each participating practice, including a signed contract and/or MOU, and the identification of a Physician Champion.		Project		Completed	09/01/2015	03/31/2017	09/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Establish a PPS-wide detailed work plan and timeline that culminates with all participating PCPs meeting all requirements by the end of DY3, Q4.		Project		Completed	09/01/2015	03/31/2016	09/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Identify and engage existing resources to provide services to support practices in meeting project requirements. (This will include contracting with PMO/PCMH/MU Consultants.)		Project		Completed	07/01/2015	01/04/2016	07/01/2015	01/04/2016	03/31/2016	DY1 Q4
Task Hire experienced Practice Transformation Coach(es) and Project Manager to support the project.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Establish and execute a communications plan to support Certification goals: key messages, audiences, methods of communication, timeline. Ensure resource are in place to execute Communications plan - coordinate with Communications & PMO. These activities will be provided on an on-going basis through the end of the Target Completion Date.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Create individual work plans, tailored to the needs of each participating practice. Present plans to practices; gain buy-in. Plan includes the required steps and level of effort on behalf of the practices to achieve the PCMH and MU certifications.		Project		Completed	09/01/2015	03/31/2016	09/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Gain buy-in from practice staff to be assigned ownership of tasks within the implementation plan and to contribute toward the project goals.		Project		Completed	01/04/2016	03/31/2016	01/04/2016	03/31/2016	03/31/2016	DY1 Q4
Task Conduct initial practice assessments of all required participating practices; document the "current state" - include workflow, resources, etc...		Project		Completed	01/04/2016	03/31/2016	01/04/2016	03/31/2016	03/31/2016	DY1 Q4
Task Conduct EHR readiness assessment. (Refer to tasks outlined under Milestone #5.)		Project		Completed	01/04/2016	06/30/2016	01/04/2016	06/30/2016	06/30/2016	DY2 Q1



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Task Validate the "current state" document with each practice; schedule meetings, review Policies & Procedures, gain more information to be confident that the current state assessment is accurate.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Perform a gap analysis assessment for participating practices between current state of each practice and requirements to achieve 2014 Level 3 PCMH recognition and to meet MU standards.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Allocate, and mobilize resources to each practice to fill gaps noted in the task above. Includes AHI PPS internal resources & contracted services.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Deliver Training and Education to practice staff to address needs/gaps. Identify and share best practices with PCP's. These activities will be provided on an on-going basis through the end of the Target Completion Date.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Include EHR Vendor in the practice transformation plan where needed; provide overall project management support for the practice to help them manage the vendor to achieve any vendor steps in the plan, such as required upgrades.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Conduct chart reviews and create NCQA documentation necessary for the application. Provide feedback, remediation, as needed.		Project		Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Complete and submit Meaningful Use Attestation with practice staff / providers.		Project		Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Complete and submit NCQA Applications.		Project		Completed	01/04/2016	03/31/2018	01/04/2016	03/31/2018	03/31/2018	DY3 Q4
Task Obtain copies of the Meaningful Use Certification and of the NCQA 2014 Level 3 Certification to document completion of the requirement.		Project		Completed	01/04/2016	03/31/2018	01/04/2016	03/31/2018	03/31/2018	DY3 Q4
Milestone #2 Identify a physician champion with knowledge of PCMH/APCM implementation for each primary care practice included in the project.	DY2 Q4	Project	N/A	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	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 has identified physician champion with experience implementing PCMHs/ACPMs.		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task As part of a PPS-wide collaborative planning process, the PPS will schedule and/or coordinate activities with all participating practices to meet this requirement. (This may coincide with the scheduling of the practice assessment.)		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task In the event that a practice does not have a physician with the knowledge of PCMH/APCM, the PPS will develop a plan for these practices that includes the review of the PCMH 2014 Level 3 standards and requirements.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Draft a physician champion contact list and/or formally announce the list of physician champions throughout the PPS. These physician champions will have the knowledge of PCMH/APCM implementation and represent their respective participating primary care practices within the PPS. (This responsibility may be shared or transferred among multiple physicians within a practice.)		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Milestone #3 Identify care coordinators at each primary care site who are responsible for care connectivity, internally, as well as connectivity to care managers at other primary care practices.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Care coordinators are identified for each primary care site.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Care coordinator identified, site-specific role established as well as inter-location coordination responsibilities.		Project		Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Clinical Interoperability System in place for all participating providers and document usage by the identified care coordinators.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task As part of a PPS-wide collaborative planning process, the PPS will begin to coordinate activities with all participating practices that will include the identification of care coordinators at each of the participating primary care practices within the PPS. (This may also coincide with the practice assessment as we examine the workflows within each practice.)		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4



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Task Begin to outline a plan to address the issue of when a practice does not have the staff or resources internally to meet this requirement. As part of this plan, the PPS will explore opportunities for collaboration with other PPS participating organizations to provide onsite care coordination services for a practice. (There are PPS participants that are also members of the AHI Health Home. These organizations may be able to provide care management and/or coordination services onsite at primary care practices.)		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Draft an initial PPS Care Coordinator contact list that includes care coordinators assigned to each participating practice in the PPS. (This responsibility may be shared or transferred among multiple care coordinators within a practice.)		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Validate that the responsibilities of these care coordinators include care connectivity, internally, as well as connectivity to care managers at other primary care practices. (These care coordination activities will be provided on an on-going basis through the end of the Target Completion Date, and perhaps beyond for sustainability purposes.)		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #4 Ensure 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 direct exchange (secure messaging), alerts and patient record look up by the end of Demonstration Year (DY) 3.	DY3 Q4	Project	N/A	Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Patnode Roger E Md; Richards Craig Warren Do; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task PPS uses alerts and secure messaging functionality.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Identify EHR vendor systems being used by participating safety net providers within the PPS.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 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
Confirm that each of the EHR vendor systems being used by participating safety net providers within the PPS includes DIRECT Exchange (secure messaging), alerts and patient record look up. (Overlap with PCMH and MU requirements and plan addressed in Milestones #5 and #7 below.)										
Task For those EHR vendor systems that do not meet these requirements, develop a plan to address this issue with the participating provider.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop an implementation plan that includes setting up the sharing of health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Validate that all participating PPS safety net providers are actively sharing health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
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	Completed	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		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task PPS has achieved NCQA 2014 Level 3 PCMH standards and/or APCM.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Patnode Roger E Md; Richards Craig Warren Do; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task Identify all of the EHR systems being used by participating safety net providers within the PPS.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop an implementation plan that ensures that all EHR systems being used by safety net providers within the PPS meet MU and PCMH Level 3 standards by the end of Demonstration Year 3. (Overlaps with PCMH and MU steps that are outlined in more detail in Milestone #7 below.)		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	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Validate that all EHR systems being used by safety net providers within the PPS meet MU and PCMH Level 3 standards by the end of Demonstration Year 3.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
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	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS identifies targeted patients through patient registries and is able to track actively engaged patients for project milestone reporting.		Project		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify participating safety net providers that are actively using EHRs and other IT platforms.		Project		Completed	04/01/2015	03/31/2016	04/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Examine the population health management (PHM) functionality being used by any of our PPS partners. Some of the PPS partners may be performing their own population health management (PHM) with the data within their own EHRs.		Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Gather and document DSRIP and PPS population health management requirements. These should also include input from participating safety net providers.		Project		Completed	04/01/2015	06/30/2016	04/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Perform a PHM vendor scan to identify available functionality of population health management tools/solutions that could contribute toward satisfying this PPS requirement.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Outline the plan and/or mechanism by which the PPS will utilize the data from the EHRs to perform population health management for all participating safety net providers. (Inclusive of functionality being developed by the state via the MAPP and Salient platforms.)		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Align the above mentioned steps within the PPS's population health management road map that is being developed. Refer to the Population Health Management work stream section.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Begin to follow this PHM roadmap as part of the over-arching implementation plan of the PPS to achieve this project		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2



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requirement.										
Task Validate that the PPS is performing population health management by actively using EHRs and/or other IT platform, including use of targeted patient registries, for all participating safety net providers...		Project		Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Milestone #7 Ensure that all staff are trained on PCMH or Advanced Primary Care models, including evidence-based preventive and chronic disease management.	DY3 Q4	Project	N/A	Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Practice has adopted preventive and chronic care protocols aligned with national guidelines.		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Project staff are trained on policies and procedures specific to evidence-based preventive and chronic disease management.		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Begin to coordinate efforts with each practice to identify training needs of all staff that are specific to PCMH or Advanced Primary Care models, including evidence-based preventive and chronic disease management. (This task will begin and coincide with the practice assessments.)		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Develop a plan and proposed timeline in which training may be offered. Practices may register their staff to receive training. (This training may be done regionally and/or conducted onsite at a practice.)		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Identify resources and Subject Matter Experts (SMEs) to develop the training curriculum, prepare the materials and conduct the required training.		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Review and compile existing training materials on PCMH, evidence-based preventive and chronic disease management from the Adirondack Medical Home program. Leverage lessons learned from this program.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Deliver Training and Education to practice staff to address needs/gaps.		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4
Task Develop method to evaluate the quality of the Training and		Project		Completed	01/01/2018	03/31/2018	01/01/2018	03/31/2018	03/31/2018	DY3 Q4



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Education provided to practice staff. Continue to identify needs/gaps, and share best practices with PCP's. These activities will be provided on an on-going basis through the end of the Targeted Completion Date.										
Milestone #8 Implement preventive care screening protocols including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) for all patients to identify unmet needs. A process is developed for assuring referral to appropriate care in a timely manner.	DY2 Q4	Project	N/A	Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Preventive care screenings implemented among participating PCPs, including behavioral health screenings (PHQ-2 or 9, SBIRT).		Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Providers Associated with Completion:										
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Coughler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loinaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; Mccclure Marilyn Prichard; Mccullum Kevin P Md; Mccgonagle Mary; McKeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski										
Task Protocols and processes for referral to appropriate services are in place.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2



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Task As part of the practice assessment, the PPS will evaluate workflows and identify the practices that are not using these screening protocols.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Based on the practice and/or EHR readiness assessments, the PPS will begin to coordinate efforts with each practice to develop a plan to ensure that all practices have these screenings intact. Identify any required EHR upgrades that may be necessary for tracking & reporting purposes.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Validate that all participating practices have implemented these screenings included within their workflow and that a referral process is in place to assure referral to appropriate care in a timely manner.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #9 Implement open access scheduling in all eligible primary care practices.	DY3 Q4	Project	N/A	Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task PCMH 1B After Hours Access scheduling to meet NCQA standards established across all eligible PPS primary care sites.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task PCMH 1A Access During Office Hours scheduling to meet NCQA standards established across all eligible PPS primary care sites.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task PPS monitors and decreases no-show rate by at least 15%.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task As part of the practice assessment, the PPS will evaluate each practice and their ability to implement open access scheduling.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Based on the practice and/or EHR readiness assessments, the PPS will begin to coordinate efforts with each practice to develop a plan to ensure that all practices will meet this project requirement.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Validate that all participating practices have implemented open access scheduling.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4



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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
Ensure that all eligible participating PCPs in the PPS meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	
Identify a physician champion with knowledge of PCMH/APCM implementation for each primary care practice included in the project.	
Identify care coordinators at each primary care site who are responsible for care connectivity, internally, as well as connectivity to care managers at other primary care practices.	
Ensure 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 direct 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.	
Ensure that all staff are trained on PCMH or Advanced Primary Care models, including evidence-based preventive and chronic disease management.	
Implement preventive care screening protocols including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) for all patients to identify unmet needs. A process is developed for assuring referral to appropriate care in a timely manner.	
Implement open access scheduling in all eligible primary care practices.	

Milestone Review Status

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



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Milestone Review Status

Milestone #	Review Status	IA Formal Comments
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	



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✓ IPQR Module 2.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	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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.ii.5 - IA Monitoring

Instructions :



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Project 2.a.iv – Create a medical village using existing hospital infrastructure

✓ IPQR Module 2.a.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.

1. Four hospitals planned MVs; 1 did not receive Capital. The remaining 3 will likely meet the DY4Q2 date for Project Implementation Speed and Scale. Due to 1 partner not receiving CRFP awards, the patient engagement speed and scale commitment may suffer to reach the total amount of targeted actively engaged patients of 4,472 in DY4Q4. First Actively Engaged Reporting is due September 2017.
. Mitigation- The organization who did not receive capital funding has the opportunity to apply to the AHI PPS Innovation Fund RFP, or choose to sign-on with AHI and receive funds through the disbursements on the Project Schedule A2.
2. Secure contracting agreements (Master Participation Agreement and Schedule A2s) with Medical Village Partners.
. Mitigation - PPS Finance Committee has determined a methodology for Engagement Funds II Distribution to PPS Partners. AHI PPS will determine a Contracting timeline to prioritize Master Participation Agreements, and Project Specific Schedule A2s.
3. Recruiting, hiring, and training staff in new service at medical village.
. Mitigation: Engage workforce committees to assist with staffing needs. Medical Village Teams are to develop a strategic plan which entails documenting a recruitment, retention and training needs for the medical village project.



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✔ IPQR Module 2.a.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	4,472

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	1,800	2,250	3,150	4,472
	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%
IA Approved	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (0) does not meet your committed amount (4,472) for 'DY4,Q4'

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
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY4,Q4.



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✓ IPQR Module 2.a.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 Convert outdated or unneeded hospital capacity into an outpatient services center, stand-alone emergency department/urgent care center or other healthcare-related purpose.	DY4 Q2	Project	N/A	Completed	04/01/2015	09/30/2016	04/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task A strategic plan is in place which includes, at a minimum: - Definition of services to be provided in medical village and justification based on CNA - Plan for transition of inpatient capacity - Description of process to engage community stakeholders - Description of any required capital improvements and physical location of the medical village - Plan for marketing and promotion of the medical village and consumer education regarding access to medical village services		Project		Completed	07/01/2015	12/31/2015	07/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task Project must reflect community involvement in the development and the specific activities that will be undertaken during the project term.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Establish Medical Village Project Team, including leaders of each Medical Village project and assign project management support from PMO; ensure PPS leadership is involved in Team meetings when needed (e.g., CFO, CIO, etc.)		Project		Completed	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Task Medical Village partners receive notice of CRFP awards. If awards are not sufficient, MV Project Leads explore all possible avenues for mitigation (including changes to scope/scale, other funding sources). Leads evaluate the feasibility of continuation, and make presentations to the PPS Governing bodies if needed.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task MV plan for each Medical Village is finalized, PMO provides Medical Village Project Leads with resources needed to complete plan.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	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
Task Medical Village plans are coordinated with Workforce, and needs for recruitment/re-training are incorporated into Workforce development activities as needed.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Educate the PPSs hospital partners on the Medical Village opportunity, identify potential Medical Village projects, and elicit "medical village concept" papers from each; ensure all MV hospitals apply for Capital via the CRFP process.		Project		Completed	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Milestone #2 Provide a detailed timeline documenting the specifics of bed reduction and rationale. Specified bed reduction proposed in the project must include active or "staffed" beds.	DY2 Q4	Project	N/A	Completed	06/01/2016	12/30/2016	06/01/2016	12/30/2016	12/31/2016	DY2 Q3
Task PPS has bed reduction timeline and implementation plan in place with achievable targeted reduction in "staffed" beds.		Project		Completed	06/01/2016	12/30/2016	06/01/2016	12/30/2016	12/31/2016	DY2 Q3
Task Medical Village Project Leads (with PMO support as needed), obtain approvals from their hospital administration/governance for the plan and timeline.		Project		Completed	06/01/2016	12/30/2016	06/01/2016	12/30/2016	12/31/2016	DY2 Q3
Task Applications are made for CON for Bed Reduction.		Project		Completed	06/01/2016	12/29/2016	06/01/2016	12/29/2016	12/31/2016	DY2 Q3
Task Establish process for tracking bed reduction and securing documentation from each Medical Village lead.		Project		Completed	06/01/2016	12/30/2016	06/01/2016	12/30/2016	12/31/2016	DY2 Q3
Milestone #3 Ensure that all eligible participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	DY3 Q4	Project	N/A	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task All eligible practices meet NCQA 2014 Level 3 PCMH and/or APCM standards.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Patnode Roger E Md; Richards Craig Warren Do; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task Ensure that primary care providers involved in Medical Village projects are also part of Project 2aii Project Team.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task		Project		Completed	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4



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PMO provides Project 2aiv Manager & leaders with status/progress reports for Project 2aai.										
Milestone #4 Ensure that all safety net providers participating in Medical Villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	DY4 Q2	Project	N/A	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Patnode Roger E Md; Richards Craig Warren Do; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Non-Primary Care Provider (PCP)</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Hospital</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Adirondack Medical Center; Champlain Valley Physicians H; Elizabethtown Community Hsp; Nathan Littauer Hospital										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Mental Health</u>	Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify EHR vendor systems being used by participating safety net providers within the PPS.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Confirm that each of the EHR vendor systems being used within the PPS includes DIRECT Exchange (secure messaging), alerts and patient record look up. (Overlap with PCMH and MU requirements and plan addressed in question below.)		Project		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task For those EHR vendor systems that do not meet these requirements, develop a plan to address this issue with the participating provider.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Develop an implementation plan that includes setting up the		Project		Completed	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4



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sharing of health information via HIE and amongst clinical partners participating within the PPS.										
Task Validate that all participating PPS safety net providers are actively sharing health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Train staff on alerts and secure messaging.		Project		Completed	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task Confirm that the EHR vendor systems and/or RHIO being used within the PPS includes direct exchange (secure messaging), alerts and patient record look up, as needed. (Overlap with PCMH and MU requirements and plan addressed in question below.)		Project		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task REVISED Task; Confirm that the RHIO/SHIN-NY utilized by the providers in the PPS or the EHR vendor systems being used within the PPS includes DIRECT Exchange (secure messaging), alerts and patient record look up.		Project		Completed	10/01/2015	03/31/2016	10/01/2015	03/31/2016	03/31/2016	DY1 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	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Translate actively engaged definition into operational terms-- incorporate any changes provided by DOH in anticipated revision of the actively engaged definition.		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify target population		Project		Completed	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner EHRs, PHM platform(s), others.		Project		Completed	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2a11 team and IT & Data Sharing Committee as needed.		Project		Completed	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task		Project		Completed	06/01/2016	09/30/2016	06/01/2016	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
Create flowchart and other resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.										
Task Provide training as needed to ensure all staff implement the tracking procedures consistently.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #6 Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2	DY4 Q2	Project	N/A	Completed	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		Completed	04/01/2015	03/31/2018	04/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Identify all of the EHR systems being used by participating safety net providers within the PPS.		Project		Completed	04/01/2015	09/30/2015	04/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Develop an implementation plan that ensures that all EHR systems being used by safety net providers within the PPS meet MU and PCMH Level 3 standards by the end of Demonstration Year 3. (Overlaps with PCMH and MU steps that are outlined in more detail in Question 7 below).		Project		Completed	01/01/2016	06/30/2017	01/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Validate that all EHR systems being used by safety net providers within the PPS meet MU and PCMH Level 3 standards by the end of Demonstration Year 3.		Project		Completed	04/01/2017	03/31/2018	04/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone #7 Ensure that services which migrate to a different setting or location (clinic, hospitals, etc.) are supported by the comprehensive community needs assessment.	DY2 Q4	Project	N/A	Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Strategy developed for migration of any services to different setting or location (clinic, hospitals, etc.).		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Provide the Medical Village Project Team with CHNA to inform development of their plans (prepared under Requirement #1).		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2



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Review the plan (developed under Requirement #1), and ensure there is a clear justification, tied to CHNA, for the establishment of the selected services in the Medical Village. Document as to why these services can mitigate per evidence by CAN.										

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
Convert outdated or unneeded hospital capacity into an outpatient services center, stand-alone emergency department/urgent care center or other healthcare-related purpose.	
Provide a detailed timeline documenting the specifics of bed reduction and rationale. Specified bed reduction proposed in the project must include active or "staffed" beds.	
Ensure that all eligible participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	
Ensure that all safety net providers participating in Medical Villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	
Use EHRs and other technical platforms to track all patients engaged in the project.	
Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2	
Ensure that services which migrate to a different setting or location (clinic, hospitals, etc.) are supported by the comprehensive community needs assessment.	



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Milestone Review Status

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



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✓ IPQR Module 2.a.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 The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements / timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements / timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners / Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners / Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in successful submission of their applications.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications.								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	
Mid-Point Assessment	



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

Instructions :



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Project 2.b.viii – Hospital-Home Care Collaboration Solutions

✓ IPQR Module 2.b.viii.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.

Risk: Coordinating and managing the various initiatives, programs, and resources that are available to patients.
Potential impact to the timeline: If patients and providers are overwhelmed and ill equipped to quickly identify the correct resources needed this could delay servicing additional patients and slow down the implementation.
Mitigation strategy: Create a resource guide and train staff on content. Staff can then educate/inform patients of available options; this will allow for expedited decision making.

Risk: Data acquired can be difficult to utilize due to disparate reporting requirements.
Potential impact to the timeline: Dissimilar data can make quality reporting and utilization for universal improvements difficult and thus slow down the improvement process.
Mitigation strategy: Use of common PHM platforms and standardized EHRs will make collecting, reporting, and utilizing data more efficient.

Risk: Inability to share/acquire health information in real time.
Potential impact to the timeline: Lack of immediate communication leads to prolonged wait for medical intervention and illness progression.
Mitigation strategy: Mobile technologies will be utilized to facilitate timely and accurate documentation and information sharing.

Risk: Provider shortages.
Potential impact to the timeline: Already overwhelmed providers may resist implementing change due to time and workload restraints.
Mitigation strategy: Implement strategies to address workforce and workflow in regard to provider/patient ratios.

Risk: The lack of a common identification/stratification methodology across the region.
Potential impact to the timeline: Lack of common methodology means having to train staff on multiple models and this is inefficient and reduces productive work time.
Mitigation strategy: Having a regional group meet to address common methodologies will address this risk.

Risk: Partners have not entered into contractual agreements with the AHI PPS.
Potential impact to the timeline: Contracts not being in place generates a lack of incentive for partner participation and also impacts timing for milestone completion (i.e., Milestone 8 – Integrate primary care, behavioral health, pharmacy, and other services into the model in order to enhance coordination of care and medication management.)
Mitigation strategy: Determine a contracting timeline to prioritize Master Participation Agreements and project specific Schedule A2's. This will allow for expedited partner engagement and flow of funds.



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✔ IPQR Module 2.b.viii.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	7,158

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	1,790	3,579	5,368	7,158
	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%
IA Approved	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (0) does not meet your committed amount (7,158) for 'DY4,Q4'

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
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY4,Q4.



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✓ IPQR Module 2.b.viii.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 Assemble Rapid Response Teams (hospital/home care) to facilitate patient discharge to home and assure needed home care services are in place, including, if appropriate, hospice.	DY3 Q4	Project	N/A	Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Rapid Response Teams are facilitating hospital-home care collaboration, with procedures and protocols for: - discharge planning - discharge facilitation - confirmation of home care services		Project		Completed	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Assess current discharge process to identify areas for improvement to be addressed by Rapid Response Teams.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Assess current workforce and identify available, appropriate staff and the need for recruitment.		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Create protocol and procedure guidelines to address best practices regarding patient discharge to include proactive planning, facilitation, confirmation of service, and follow-up post discharge.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Recruit, train and reassign staff to Rapid Response Team to address and facilitate best practices regarding patient discharge.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Assess current workforce.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Identify available, appropriate staff and the need for recruitment.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Gather current discharge processes from hospitals participating in this project.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Milestone #2 Ensure home care staff have knowledge and skills to identify and respond to patient risks for readmission, as well as to support	DY2 Q4	Project	N/A	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	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
evidence-based medicine and chronic care management.										
Task Staff trained on care model, specific to: - patient risks for readmission - evidence-based preventive medicine - chronic disease management		Provider	<u>Home Care Facilities</u>	Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Providers Associated with Completion:										
Com Hlth Ctr Of Smh & Nlh Inc; Essex County Public Health; Fort Hudson Certified Home Health A; Fort Hudson Home Care Inc Nhtd; Franklin Cnty Public Hlth Ser; Health Serv Northern New York; North Country Home Serv Inc; Northern Lights Health Care Partner; Warren County Health Serv										
Task Evidence-based guidelines for chronic-condition management implemented.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task In conjunction with Workforce Committee(s) and/or Teams, assess home care staff training needs.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Develop training plan to meet needs identified in task #3 (previous task). Plan to include goals & objectives, content/curriculum, method (in-person, web-based, etc), schedule, and plan for on-going training needs.		Project		Completed	06/01/2016	09/30/2016	06/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Establish a process for tracking training conducted, included evaluations, number trained, organizational affiliation, etc.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Deliver training sessions.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task In coordination with the PPS Clinical Quality Committee, gather existing clinical guidelines and policies/procedures for chronic condition management. Include guidelines currently in use with PPS partners, and research best practices.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Project Team reviews info obtained in task #7 (previous task), and develops PPS-wide eligibility and services guidelines, makes recommendation to Clinical Quality Committee for adoption.		Project		Completed	06/30/2016	09/30/2016	06/30/2016	09/30/2016	09/30/2016	DY2 Q2
Task Clinical Quality Committee adopts eligibility and services guidelines.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Identify process and quality measures to track in conjunction with the guidelines / protocols that are adopted.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2



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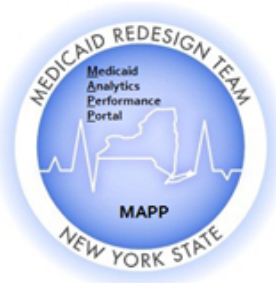
Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Develop timeline for adoption across the region, including time commitments from participating organizations to roll out protocols and timeline for integrating measurements into quality/IT systems.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Milestone #3 Develop care pathways and other clinical tools for monitoring chronically ill patients, with the goal of early identification of potential instability and intervention to avoid hospital transfer.	DY2 Q4	Project	N/A	Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Care pathways and clinical tool(s) created to monitor chronically-ill patients.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task PPS has developed and implemented interventions aimed at avoiding eventual hospital transfer and has trained staff on use of interventions in alignment with the PPS strategic plan to monitor critically ill patients and avoid hospital readmission.		Provider	<u>Safety Net Hospital</u>	Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Providers Associated with Completion:										
Canton-Potsdam Hospital; Champlain Valley Physicians H; Nathan Littauer Hospital										
Task In the process of developing and implementing clinical guidelines and protocols for chronic condition management (see tasks under Milestone #2), PPS/Project Team includes care pathways and clinical tools for monitoring chronically ill patients with the goal of early identification of potential instability and intervention.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Milestone #4 Educate all staff on care pathways and INTERACT-like principles.	DY2 Q4	Project	N/A	Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Training program for all home care staff established, which encompasses care pathways and INTERACT-like principles.		Provider	<u>Home Care Facilities</u>	Completed	10/01/2015	09/30/2016	10/01/2015	09/30/2016	09/30/2016	DY2 Q2
Providers Associated with Completion:										
Com Hlth Ctr Of Smh & Nlh Inc; Essex County Public Health; Fort Hudson Certified Home Health A; Fort Hudson Home Care Inc Nhtd; Franklin Cnty Public Hlth Ser; North Country Home Serv Inc; Northern Lights Health Care Partner; Warren County Health Serv										
Task Conduct a current state assessment to identify which system, process, or tools home health agencies are currently using that align with INTERACT-like principles.		Project		Completed	04/01/2016	06/28/2016	04/01/2016	06/28/2016	06/30/2016	DY2 Q1
Task		Project		Completed	06/30/2016	09/30/2016	06/30/2016	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
Training sessions conducted specific to INTERACT tools and principles.										
Milestone #5 Develop Advance Care Planning tools to assist residents and families in expressing and documenting their wishes for near end of life and end of life care.	DY2 Q4	Project	N/A	Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Advance Care Planning tools incorporated into program (as evidenced by policies and procedures).		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Coordinate the development of Advance Care Planning tools with Project 3.g.i team – Palliative Care in PCMH. Work together to identify and/or develop the appropriate advance care planning tools.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task In coordination with the PPS Clinical Quality Committee, gather existing clinical guidelines and policies/procedures for advance care planning. Include guidelines currently in use with PPS partners, and research best practices.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Project Team reviews information obtained in task #2 (above), and develops PPS-wide advance care planning guidelines / protocols, makes recommendation to Clinical Quality Committee for adoption.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Clinical Quality Committee adopts eligibility and services guidelines.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Identify process and quality measures to track in conjunction with the guidelines / protocols that are adopted.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Develop timeline for adoption across the region, including time commitments from participating organizations to roll out protocols and timeline for integrating measurements into quality/IT systems.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Milestone #6 Create coaching program to facilitate and support implementation.	DY2 Q4	Project	N/A	Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task INTERACT-like coaching program has been established for all home care and Rapid Response Team staff.		Provider	<u>Home Care Facilities</u>	Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4



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Adirondack Health Institute, Inc. (PPS ID:23)

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
Providers Associated with Completion:										
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Cougler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loinaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; Mcclure Marilyn Prichard; Mccullum Kevin P Md; Mcgonagle Mary; Mckeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski										
Task Collect, assess, and assign relevant materials to be used in training staff on facilitating and supporting the implementation of the INTERACT principles.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish coaching and supervision process, frequency and staff to be involved, as well as a process to record occurrences of training sessions.		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Milestone #7 Educate patient and family/caretakers, to facilitate participation in planning of care.	DY2 Q4	Project	N/A	Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Patients and families educated and involved in planning of care using INTERACT-like principles.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Working in conjunction with Patient and Community Engagement teams/resources, establish patient/family education methodology.		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	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task Identify best practices, obtain resources/materials to utilize to educate and involve patient/family in care planning and implementing the principles of the INTERACT model.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Establish a method to track utilization of the materials, and to evaluate the methodology. Project Team to utilize this information to continually refine the methodology and/or materials.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Disseminate information, and provide any needed training, by including this content in the trainings described under Milestones 1, 3, 4, and 5.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Milestone #8 Integrate primary care, behavioral health, pharmacy, and other services into the model in order to enhance coordination of care and medication management.	DY3 Q4	Project	N/A	Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task All relevant services (physical, behavioral, pharmacological) integrated into care and medication management model.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task While developing clinical guidelines, care pathways, and protocols (see tasks under Milestones #2 and #3), include comprehensive assessment of patient needs and care plan that incorporates all relevant services (physical, behavioral, pharmacological) in the model.		Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Leverage existing care management supports (e.g. PCMH embedded care management, Health Home care management) to enhance coordination of care.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Milestone #9 Utilize telehealth/telemedicine to enhance hospital-home care collaborations.	DY3 Q4	Project	N/A	Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Telehealth/telemedicine program established to provide care transition services, prevent avoidable hospital use, and increase specialty expertise of PCPs and staff.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Assess and document current state regarding use and scope of telehealth, telemedicine, to support Hospital to Home Care. Include evaluation of effectiveness and availability of infrastructure.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 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 Determine what specific telehealth/telemedicine services are necessary to support Hospital to Home project success (e.g., home monitoring equipment? Remote access to a care manager? Specialist consults to PCPs?)		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Research options to meet needs determined in task #3 (above); determine cost and timeline, and gain commitment from Project Team and Committees.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Acquire needed resources to implement the selected telehealth strategies: contract with telehealth/telemedicine providers and/or vendors.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Assess current staff, recruit additional staff, if necessary, and establish roles for implementation. Train staff accordingly to implement and maintain the telehealth/telemedicine programs.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish method for evaluating telehealth program.		Project		Completed	01/06/2017	03/31/2017	01/06/2017	03/31/2017	03/31/2017	DY2 Q4
Task Gain commitment from Project Team and Committees regarding cost and timeline determined in task #4.		Project		Completed	06/30/2016	03/31/2017	06/30/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #10 Utilize interoperable EHR to enhance communication and avoid medication errors and/or duplicative services.	DY3 Q4	Project	N/A	Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Clinical Interoperability System in place for all participating providers. Usage documented by the identified care coordinators.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Coordinate with Project 2.a.i and 2.a.ii to ensure requirement is met. Implementation Plan for interoperable EHRs is tracked under Project 2.a.i.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #11 Measure outcomes (including quality assessment/root cause analysis of transfer) in order to identify additional interventions.	DY3 Q4	Project	N/A	Completed	01/01/2016	09/30/2017	01/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Membership of quality committee is representative of PPS staff involved in quality improvement processes and other stakeholders.		Project		Completed	04/01/2016	09/30/2017	04/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task		Project		Completed	04/01/2016	03/31/2017	04/01/2016	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
Quality committee identifies opportunities for quality improvement and use of rapid cycle improvement 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 in Attachment J.		Project		Completed	04/01/2016	09/30/2017	04/01/2016	09/30/2017	09/30/2017	DY3 Q2
Task Service and quality outcome measures are reported to all stakeholders.		Project		Completed	04/01/2016	09/30/2017	04/01/2016	09/30/2017	09/30/2017	DY3 Q2
Milestone #12 Use EHRs and other technical platforms to track all patients engaged in the project.	DY2 Q4	Project	N/A	Completed	07/01/2016	03/31/2017	07/01/2016	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	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Translate actively engaged definition into operational terms – incorporate any changes provided by DOH in anticipated revision of the actively engaged definition.		Project		Completed	10/01/2015	06/30/2016	10/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner EHRs, PHM platform(s), others.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2.a.ii team and IT & Data Sharing Committee as needed.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Create flowchart and other resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Provide training as needed to ensure all staff implement the tracking procedures consistently.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2



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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
Assemble Rapid Response Teams (hospital/home care) to facilitate patient discharge to home and assure needed home care services are in place, including, if appropriate, hospice.	
Ensure home care staff have knowledge and skills to identify and respond to patient risks for readmission, as well as to support evidence-based medicine and chronic care management.	
Develop care pathways and other clinical tools for monitoring chronically ill patients, with the goal of early identification of potential instability and intervention to avoid hospital transfer.	
Educate all staff on care pathways and INTERACT-like principles.	
Develop Advance Care Planning tools to assist residents and families in expressing and documenting their wishes for near end of life and end of life care.	
Create coaching program to facilitate and support implementation.	
Educate patient and family/caretakers, to facilitate participation in planning of care.	
Integrate primary care, behavioral health, pharmacy, and other services into the model in order to enhance coordination of care and medication management.	
Utilize telehealth/telemedicine to enhance hospital-home care collaborations.	
Utilize interoperable EHR to enhance communication and avoid medication errors and/or duplicative services.	
Measure outcomes (including quality assessment/root cause analysis of transfer) in order to identify additional interventions.	
Use EHRs and other technical platforms to track all patients engaged in the project.	

Milestone Review Status

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



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Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #2	Fail	
Milestone #3	Fail	
Milestone #4	Fail	
Milestone #5	Pass & Complete	
Milestone #6	Fail	
Milestone #7	Pass & Complete	
Milestone #8	Pass & Complete	
Milestone #9	Pass & Complete	
Milestone #10	Pass & Complete	
Milestone #11	Pass & Complete	
Milestone #12	Pass & Complete	



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✓ IPQR Module 2.b.viii.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 The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements / timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements / timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners / Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners / Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in successful submission of their applications	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Milestone Midpoint Recommendation Action Plan Updates	Completed	Mid-Point Assessment action plan final updates for all projects and work streams that had them	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2

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
The AHI PPS, and the PPS Partners / Providers obtain regulatory waivers, if necessary to implement the plan.	
Mid-Point Assessment	
Midpoint Recommendation Action Plan Updates	



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IPQR Module 2.b.viii.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.

Risk: Resource constraints limiting partner participation may adversely impact meeting speed and scale targets. Mitigation: The PPS will contract with CBOs and providers with established relationships with the target population to act as the face of this initiative. A standard performance-based contract will be used to compensate partners for implementation costs if patient activation metrics are met. Prior to finalizing contracting, partners' project related activities are supported by distribution of engagement funds and assistance from AHI Community Engagement (CE) staff. Community Engagement (CE) Facilitators are working with partners on embedding project activities into their current workflow.

Risk: AHI PPS region is large geographically with many low populated areas; "hot spots" may have small numbers of people. Mitigation: Data is being used to target efforts. AHI PPS will leverage its engagement of partners across diverse sectors and their relationships with other organizations that need to be recruited into the network. A hybrid model of contracting with partners and utilizing AHI CE Facilitators to implement project activities will optimize connection to the target population. Community based partners have ongoing relationships/contact with project beneficiaries, making implementation most effective when they drive it. If this isn't possible due to resource constraints, CE Facilitators can administer the PAM® survey at partner sites. CE Facilitators also administer the PAM® survey at community events and non-partner sites that have been anecdotally identified as hot spots.

Risk: Variable success of untested initiatives to connect with the target population may negatively impact meeting speed and scale targets. Mitigation: Developing evaluation strategies to quickly understand if outreach methods are working, need to be adjusted, or if new strategies need to be implemented. The AHI PPS has researched evidence-based strategies and will coach partners on best practices.

Risk: Projected number of targeted individuals may not be reached and activated, reducing the overall PPS payment. Mitigation: A pilot group of partner organizations from varied service sectors and geographic locations was established, who spearheaded implementation of the PAM® survey and other 2.d.i project activities as a means to learn and vet best practices for optimizing patient engagement. Feedback is sought from pilot group members and other stakeholders, such as the Community and Beneficiary Engagement (CBE) Committee, to get strategies and ideas for reaching as many eligible individuals as possible. CE staff have also partnered with AHI DSRIP Workforce team to train providers and CBO staff as PAM®/CFA® trainers and Bridges Out of Poverty® trainers, to maximize the PPS' capacity to implement activation/engagement strategies across a vast region.

Risk: Implementing an effective system to capture data; collecting and accurately reporting data is crucial to achieving optimal PPS payment. Mitigation: AHI CE staff and staff from 2.d.i partner organizations were trained to use the Flourish® web platform for reporting. Protocols will be developed for use of new HIT systems as they are implemented, and the PPS will ensure all users are adequately trained.

Risk: It may be expensive and time consuming to implement EHRs, Population Health Management tools, targeted patient registries, and other IT platforms to track actively engaged. Numerous EHR systems/the complexity of implementing a regional system could delay project completion. Mitigation: CE staff, the CBE Committee, and the IT Committee will determine a strategy for enabling important data points to be accessed by the right users at the right time, although lack of control over EHR vendors' ability to add needed functionality may extend the timeline.



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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	66,226

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	16,000	64,000	65,114	66,226
	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%
IA Approved	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (0) does not meet your committed amount (66,226) for 'DY4,Q4'

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
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY4,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.	DY2 Q4	Project	N/A	Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 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		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task With input from PPS members and affiliates, generate list of CBOs w/ high levels of interaction w/ target populations.		Project		Completed	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Task Conduct informational webinars targeting CBO representatives to identify organizations potentially interested in collaboration.		Project		Completed	06/01/2015	07/15/2015	06/01/2015	07/15/2015	09/30/2015	DY1 Q2
Task Determine CBOs desired participation level		Project		Completed	09/01/2015	12/21/2015	09/01/2015	12/21/2015	12/31/2015	DY1 Q3
Task Draft and negotiate partnership agreements		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Meet with CBO leadership/designees to develop a strategy and timeline for conducting outreach efforts		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Begin facilitating outreach efforts through identified methods and channels.		Project		Completed	07/01/2016	08/30/2016	07/01/2016	08/30/2016	09/30/2016	DY2 Q2
Task Sign Partnership Agreements		Project		Completed	07/01/2016	02/17/2017	07/01/2016	02/17/2017	03/31/2017	DY2 Q4
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	07/30/2015	06/01/2015	07/30/2015	09/30/2015	DY1 Q2
Task Patient Activation Measure(R) (PAM(R)) training team established.		Project		Completed	06/15/2015	07/30/2015	06/15/2015	07/30/2015	09/30/2015	DY1 Q2



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Task Contact leadership of identified CBOs; invite them to introductory webinar		Project		Completed	06/15/2015	07/05/2015	06/15/2015	07/05/2015	09/30/2015	DY1 Q2
Task Conduct webinar to provide potential partner organizations with overview of 2.d.i, PAM, and expectations of participating organizations and individuals.		Project		Completed	07/01/2015	07/15/2015	07/01/2015	07/15/2015	09/30/2015	DY1 Q2
Task Collectively with AMC and AFBHC PPS, hold PAM Train the Trainer sessions facilitated by Insignia Health representatives.		Project		Completed	07/15/2015	07/30/2015	07/15/2015	07/30/2015	09/30/2015	DY1 Q2
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	08/15/2015	08/30/2016	08/15/2015	08/30/2016	09/30/2016	DY2 Q2
Task Analysis to identify "hot spot" areas completed and CBOs performing outreach engaged.		Project		Completed	12/01/2015	08/30/2016	12/01/2015	08/30/2016	09/30/2016	DY2 Q2
Task Determine available data sources and develop criteria for hot spots		Project		Completed	08/15/2015	12/22/2015	08/15/2015	12/22/2015	12/31/2015	DY1 Q3
Task Work with pilot group of trainees to develop plan to increase activation in hot spots including identifying additional organizations and providers to engage		Project		Completed	01/01/2016	08/30/2016	01/01/2016	08/30/2016	09/30/2016	DY2 Q2
Task Repeat analysis at set intervals		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Conduct initial analysis		Project		Completed	01/01/2016	08/30/2016	01/01/2016	08/30/2016	09/30/2016	DY2 Q2
Milestone #4 Survey the targeted population about healthcare needs in the PPS' region.	DY2 Q4	Project	N/A	Completed	01/13/2016	08/30/2016	01/13/2016	08/30/2016	09/30/2016	DY2 Q2
Task Community engagement forums and other information-gathering mechanisms established and performed.		Project		Completed	01/13/2016	07/21/2016	01/13/2016	07/21/2016	09/30/2016	DY2 Q2
Task Work with pilot group of PAM trainees to identify most effective method of soliciting feedback about healthcare needs in the PPS region - survey, focus group, and/or community forum/community engagement forums.		Project		Completed	01/13/2016	08/30/2016	01/13/2016	08/30/2016	09/30/2016	DY2 Q2
Task		Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4



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Work with North Country PHIP Evaluation Manger to create implementation plan for method of feedback concerning healthcare needs										
Task Initiate implementation plan		Project		Completed	08/30/2016	08/30/2016	08/30/2016	08/30/2016	09/30/2016	DY2 Q2
Task Complete initial round of feedback		Project		Completed	08/30/2016	08/30/2016	08/30/2016	08/30/2016	09/30/2016	DY2 Q2
Task Work with pilot group of PAM trainees to determine how to best disseminate findings		Project		Completed	08/30/2016	08/30/2016	08/30/2016	08/30/2016	09/30/2016	DY2 Q2
Task Repeat method of feedback to continuously determine healthcare needs in the PPS region		Project		Completed	08/30/2016	08/30/2016	08/30/2016	08/30/2016	09/30/2016	DY2 Q2
Milestone #5 Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.	DY2 Q4	Project	N/A	Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS Providers (located in "hot spot" areas) trained in patient activation techniques by "PAM(R) trainers".		Project		Completed	12/01/2015	09/09/2016	12/01/2015	09/09/2016	09/30/2016	DY2 Q2
Task Provide training and education opportunities		Project		Completed	12/01/2015	03/31/2017	12/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Survey providers located in "hot spots" to determine needed level of support and education in areas of patient activation and engagement - shared decision-making, measurements of health literacy, and/or cultural competency.		Project		Completed	01/13/2016	12/31/2016	01/13/2016	12/31/2016	12/31/2016	DY2 Q3
Task Work with providers to identify key staff members within their organizations to act as master trainers and function as part of a PPS wide training team		Project		Completed	03/01/2016	08/30/2016	03/01/2016	08/30/2016	09/30/2016	DY2 Q2
Task Develop training outline and training materials to address identified topics.		Project		Completed	08/01/2016	12/31/2016	08/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task Collaborate with providers to schedule and facilitate training sessions/ dissemination of educational materials within their organizations.		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Develop online learning collaborative to facilitate continuing education and dissemination of information across the PPS.		Project		Completed	09/09/2016	03/31/2017	09/09/2016	03/31/2017	03/31/2017	DY2 Q4



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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). <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. 	DY2 Q4	Project	N/A	Completed	08/01/2016	03/30/2017	08/01/2016	03/30/2017	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	08/01/2016	03/30/2017	08/01/2016	03/30/2017	03/31/2017	DY2 Q4
Task AHI and MCOs implement outreach plan		Project		Completed	01/01/2017	03/30/2017	01/01/2017	03/30/2017	03/31/2017	DY2 Q4
Task Work with MCOs to determine what information on enrollees will be shared and the format		Project		Completed	08/01/2016	03/30/2017	08/01/2016	03/30/2017	03/31/2017	DY2 Q4
Task AHI and MCOs create proactive outreach plan		Project		Completed	10/01/2016	03/30/2017	10/01/2016	03/30/2017	03/31/2017	DY2 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.	DY2 Q4	Project	N/A	Completed	02/01/2017	03/30/2017	02/01/2017	03/30/2017	03/31/2017	DY2 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		Completed	02/01/2017	03/30/2017	02/01/2017	03/30/2017	03/31/2017	DY2 Q4
Task Work with DOH and other PPS to reset baselines at the beginning of each performance period		Project		Completed	02/01/2017	03/30/2017	02/01/2017	03/30/2017	03/31/2017	DY2 Q4
Task		Project		Completed	02/01/2017	02/17/2017	02/01/2017	02/17/2017	03/31/2017	DY2 Q4



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Determine methodology for baseline of each beneficiary cohort likely with DOH/KPMG Project 11 Work Group										
Task Implement methodology		Project		Completed	02/01/2017	03/30/2017	02/01/2017	03/30/2017	03/31/2017	DY2 Q4
Milestone #8 Include beneficiaries in development team to promote preventive care.	DY2 Q4	Project	N/A	Completed	10/01/2016	03/31/2017	10/01/2016	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	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Utilize input to develop strategy to promote preventive care		Project		Completed	07/01/2016	09/09/2016	07/01/2016	09/09/2016	09/30/2016	DY2 Q2
Task Outreach to beneficiaries to recruit them to development team		Project		Completed	10/15/2015	12/01/2015	10/15/2015	12/01/2015	12/31/2015	DY1 Q3
Task With input from team, determine frequency and duration of meetings and begin convening group.		Project		Completed	10/15/2015	12/01/2015	10/15/2015	12/01/2015	12/31/2015	DY1 Q3
Task Develop strategy for identifying beneficiaries		Project		Completed	08/15/2015	09/30/2015	08/15/2015	09/30/2015	09/30/2015	DY1 Q2
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 	DY2 Q4	Project	N/A	Completed	11/01/2015	03/31/2017	11/01/2015	03/31/2017	03/31/2017	DY2 Q4



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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.										
Task Performance measurement reports established, including but not limited to: - Number of patients screened, by engagement level - Number of clinicians trained in PAM(R) survey implementation - Number of patient: PCP bridges established - Number of patients identified, linked by MCOs to which they are associated - Member engagement lists to relevant insurance companies (for NU & LU populations) on a monthly basis - Member engagement lists to DOH (for NU & LU populations) on a monthly basis - Annual report assessing individual member and the overall cohort's level of engagement		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 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		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 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.		Project		Completed	01/13/2016	08/30/2016	01/13/2016	08/30/2016	09/30/2016	DY2 Q2
Task 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® survey and designate a PAM® score		Project		Completed	01/01/2016	08/30/2016	01/01/2016	08/30/2016	09/30/2016	DY2 Q2
Task 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.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Provide member engagement lists to relevant insurance		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4



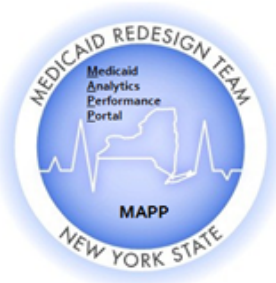
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companies (for NU & LU populations) on a monthly basis, as well as to DOH on a quarterly basis										
Milestone #10 Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.	DY2 Q4	Project	N/A	Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Volume of non-emergent visits for UI, NU, and LU populations increased.		Project		Completed	08/01/2015	03/31/2017	08/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task Conduct data assessment of non-emergent care provided in PPS service area to achieve baseline.		Project		Completed	08/01/2015	09/30/2015	08/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Repeat assessment of non-emergent care data at set intervals (i. e. annually)		Project		Completed	01/13/2016	08/30/2016	01/13/2016	08/30/2016	09/30/2016	DY2 Q2
Task Partner with providers in areas with low utilization of preventative/non-emergent care to develop and implement a patient awareness campaign focusing on the benefits of accessing preventative care/avoidance of emergent care. Collaborate with existing patient engagement/patient advocacy groups and programs when applicable.		Project		Completed	01/13/2016	03/31/2017	01/13/2016	03/31/2017	03/31/2017	DY2 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.	DY2 Q4	Project	N/A	Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Community navigators identified and contracted.		Provider	<u>PAM(R) Providers</u>	Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4

Providers Associated with Completion:

Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Cougler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis



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Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loiaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; Mcclure Marilyn Prichard; Mccullum Kevin P Md; Mcgonagle Mary; Mckeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski										
Task Community navigators trained in connectivity to healthcare coverage and community healthcare resources, (including primary and preventive services), as well as patient education.		Provider	<u>PAM(R) Providers</u>	Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Providers Associated with Completion:										
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; 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Task		Project		Completed	09/29/2016	03/31/2017	09/29/2016	03/31/2017	03/31/2017	DY2 Q4



**New York State Department Of Health
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Adirondack Health Institute, Inc. (PPS ID:23)

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
Continuously look at hot spot data to determine additional potential partnerships										
Task Using hot spot data, identify potential community based organizations serving target population in identified locations		Project		Completed	03/31/2016	09/29/2016	03/31/2016	09/29/2016	09/30/2016	DY2 Q2
Task Work with identified CBOs to determine willingness to partner		Project		Completed	03/31/2016	08/30/2016	03/31/2016	08/30/2016	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	08/01/2015	06/30/2016	08/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Policies and procedures for customer service complaints and appeals developed.		Project		Completed	08/01/2015	10/30/2015	08/01/2015	10/30/2015	12/31/2015	DY1 Q3
Task Ensure all staff members interfacing with PAM participants are aware of the process for lodging a complaint or seeking customer support and understand their obligation to provide all survey recipients with the associated policy & procedures		Project		Completed	11/01/2015	06/30/2016	11/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Collaborate with AHI's Enrollment Assistance Services and Enrollment (EASE) (navigators for the NY State of Health) and Health Home programs to develop a complaint process/customer service channel for beneficiaries, building on infrastructure already established within their programs.		Project		Completed	08/01/2015	10/30/2015	08/01/2015	10/30/2015	12/31/2015	DY1 Q3
Task Determine strategy to ensure non-EASE and Health Home participants have access to complaint process/customer service assistance.		Project		Completed	11/01/2015	11/30/2015	11/01/2015	11/30/2015	12/31/2015	DY1 Q3
Task Disseminate complaint procedure and customer service access information to participants through written materials distributed by EASE and Health Home staff, PAM Navigators, and representatives from provider offices/CBOs, as well as via mail and/or e-mail when necessary.		Project		Completed	11/01/2015	06/30/2016	11/01/2015	06/30/2016	06/30/2016	DY2 Q1
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	07/15/2015	03/31/2017	07/15/2015	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	07/15/2015	03/31/2017	07/15/2015	03/31/2017	03/31/2017	DY2 Q4
Providers Associated with Completion:										

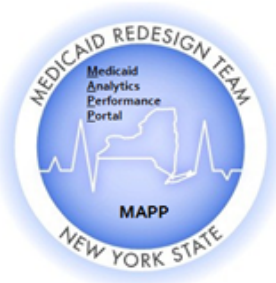


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Task Cross-train navigators in "Bridges out of Poverty" methodology and practices to promote more effective communication and relationships with beneficiaries exhibiting behaviors associated with generational poverty		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Ensure all navigators have been trained in using PAM and exhibit comfort and competency when administering the tool.		Project		Completed	07/15/2015	03/31/2017	07/15/2015	03/31/2017	03/31/2017	DY2 Q4
Task Facilitate ongoing training sessions with navigators to enhance patient activation and engagement skills		Project		Completed	09/01/2015	03/31/2017	09/01/2015	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.	DY2 Q4	Project	N/A	Completed	07/01/2015	03/31/2017	07/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task		Provider	<u>PAM(R) Providers</u>	Completed	02/29/2016	03/31/2017	02/29/2016	03/31/2017	03/31/2017	DY2 Q4



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Community navigators prominently placed (with high visibility) at appropriate locations within identified "hot spot" areas.										
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Task Review data on hand-off practice to ensure effectiveness		Project		Completed	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Research best practices in successful hand-offs/referrals		Project		Completed	07/15/2015	09/30/2015	07/15/2015	09/30/2015	09/30/2015	DY1 Q2
Task Implement initial hand-off practice		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Milestone #15 Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.	DY2 Q4	Project	N/A	Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Navigators educated about insurance options and healthcare resources available to populations in this project.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Utilize EASE staff, and staff in similar enrollment programs within CBOs, along with educational materials to inform and educate		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4



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navigators.										
Milestone #16 Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.	DY2 Q4	Project	N/A	Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Timely access for navigator when connecting members to services.		Project		Completed	02/01/2017	03/31/2017	02/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task Partner with primary care providers to establish and encourage working relationships between navigators and primary care practice staff, and to develop procedures to ensure ease of communication and access for navigators attempting to secure preventative services for community members.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 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	08/01/2015	03/31/2017	08/01/2015	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	09/29/2016	03/31/2017	09/29/2016	03/31/2017	03/31/2017	DY2 Q4
Task Research and review EHR, HIT, and Population Health Management platform options to determine which platform (s) would be most effective for tracking patients.		Project		Completed	08/01/2015	08/30/2016	08/01/2015	08/30/2016	09/30/2016	DY2 Q2
Task Implement tracking system		Project		Completed	09/30/2016	03/31/2017	09/30/2016	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

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

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Contract or partner with community-based organizations (CBOs) to engage target populations using PAM(R) and other patient activation	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
techniques. The PPS must provide oversight and ensure that engagement is sufficient and appropriate.	
Establish a PPS-wide training team, comprised of members with training in PAM(R) and expertise in patient activation and engagement.	
Identify UI, NU, and LU "hot spot" areas (e.g., emergency rooms). Contract or partner with CBOs to perform outreach within the identified "hot spot" areas.	
Survey the targeted population about healthcare needs in the PPS' region.	
Train providers located within "hot spots" on patient activation techniques, such as shared decision-making, measurements of health literacy, and cultural competency.	
<p>Obtain list of PCPs assigned to NU and LU enrollees from MCOs. Along with the member's MCO and assigned PCP, reconnect beneficiaries to his/her designated PCP (see outcome measurements in #10).</p> <ul style="list-style-type: none"> • 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. 	
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.	
<p>Measure PAM(R) components, including:</p> <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. 	



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Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
<ul style="list-style-type: none"> • 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. <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. 	
<p>Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.</p>	
<p>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.</p>	
<p>Develop a process for Medicaid recipients and project participants to report complaints and receive customer service.</p>	
<p>Train community navigators in patient activation and education, including how to appropriately assist project beneficiaries using the PAM(R).</p>	
<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.</p>	
<p>Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.</p>	
<p>Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.</p>	
<p>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.</p>	



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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 & Complete	
Milestone #6	Fail	
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	Pass & Complete	
Milestone #14	Pass & Complete	
Milestone #15	Pass & Complete	
Milestone #16	Pass & Complete	
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 There are no PPS defined milestones	Completed	na	06/01/2015	06/30/2015	06/01/2015	06/30/2015	06/30/2015	DY1 Q1
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Milestone PAM data submission for MY2 and MY3	Completed	PAM data submission for MY2 and MY3. Submitting during DY3Q2 reporting.	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Milestone C&G CAHPS for the Uninsured DY3 Submission	Completed	C&G CAHPS for the Uninsured DY3 Submission	10/01/2017	12/31/2017	10/01/2017	12/31/2017	12/31/2017	DY3 Q3

PPS Defined Milestones Current File Uploads

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

PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
There are no PPS defined milestones	
Mid-Point Assessment	
PAM data submission for MY2 and MY3	
C&G CAHPS for the Uninsured DY3 Submission	



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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.

<p>1) Acquisition, implementation, & training on new/upgraded EHRs. 2) Recruitment, training, & retention of qualified staff. 3) Developing & implementing new policy & procedures. 4) Integration of PC & BH when a patient has existing non-integrated providers. 5) Having time to perform screenings at PC visit. 6) Meeting NCQA 2014 Level 3 certification. 7) Medication Management 8) SBIRT 9) Access to specialty BH services. 10) Changing models of care causing increased patient case load for psychiatrists.</p> <p>Timeline Impact:</p> <p>1) Getting all providers/practices on-board with EHRs can be time consuming. 2) Being in a provider shortage area staffing could delay implementations at sites if providers cannot find enough qualified staff. 3) Time to write P&P along with time to train staff on new P&P could delay the start of the project. 4) The potential delay: a patient either changing providers to achieve integration or having the patient in with care coordinator to ensure non-integrated care is still being properly coordinated. 5) If providers feel there is not enough time under the current reimbursement model then the lack of provider compliance to perform the screening could delay commitment goals. 6) The time it takes to get a practice certified at this standard could delay implementing other parts of this project. 7) Delay if right tech solution not in place. 8) Confusion over SBIRT & the OASAS requirements for training on this could delay its use. 9) The access to timely appointment for those who are Severely Mentally Ill (SMI) could mean overflow of that population being treated in an inappropriate setting, thus using resources that were meant to add capacity & service persons that need BH services for less chronic issues. The overflow could delay the timeline by not getting enough new patients access to care. 10) If psychiatrists choose to leave an organization this would impact the timeline because there would be a decrease in the amount of patients an organization could see.</p> <p>Mitigation:</p> <p>1) Assist with funding of EHRs & assist those with interoperability needs for multiple EHRs. Assist providers in making realistic time commitments based on current EHR status/needs level. 2) Looking at family medicine residency programs to gain new physicians. Looking at salary support for LMSW's, allowing support for the 3 years to get clinical supervision; the goal is to get LMSW's set to be LCSW's & thus billable providers.</p>
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- 3) Leverage providers who have some experience with integrated care & encourage sharing of P&P between organizations.
- 4) Using Health Home care coordinators will assist with those patients who choose to have non-integrated services. The preference would be to utilize embedded care coordinators. For patients who choose to move into integrated care the PPS & partners will need to continue to assess capacity for service delivery.
- 5) Work with partners to have screenings embedded in EHRs so providers will have quick & easy access to the tools; training other staff, such as nurses/medical assistants, to execute the screening will increase the use of the tools & allow time for the provider to follow up on positive screens.
- 6) Work with project 2a ii to ensure that practices have the resources needed to execute & achieve this requirement.
- 7) Work with providers & HIXNY to find most effect solution.
- 8) Many partners are looking at the PHQ-2 or PHQ-9 to avoid the confusion. Hold SBIRT trainings.
- 9) The specialty BH providers are examining their current caseloads as well as scheduling structure & capacity to figure out how to reduce waitlists & increase speedier access to care for those who are SMI.
- 10) Organizations that currently have low caseloads for psychiatrists will need to have buy in from the psychiatrists to move toward a different model of care. Getting this buy in as well as making the transition gradual will mitigate this risk



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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	35,972

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	8,993	17,986	26,960	35,972
	Quarterly Update	0	23,224	0	38,649
	Percent(%) of Commitment	0.00%	129.12%	0.00%	107.44%
IA Approved	Quarterly Update	0	23,199	0	38,383
	Percent(%) of Commitment	0.00%	128.98%	0.00%	106.70%

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
tazein	Report(s)	23_DY4Q4_PROJ3ai_MDL3ai2_PES_RPT_3ai_AE_Patient_Submission_DY4Q4_24406.xlsx	AHI Submission of "Actively Engaged/Patient Engagement Reporting for DY4Q4" - Project 3.a.i	04/10/2019 03:48 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.a.i.3 - Prescribed Milestones

Models Selected		
Model 1 ✅	Model 2 ✅	Model 3 ❌

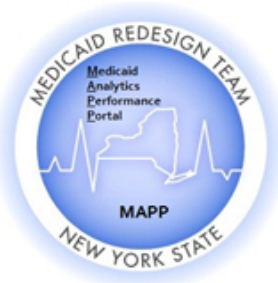
Instructions :

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	Completed	04/01/2016	03/31/2018	04/01/2016	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	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4

Providers Associated with Completion:

Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Cougler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loinaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; McClure Marilyn Prichard; Mccullum Kevin P Md; Mccgonagle Mary; Mckeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md;



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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
Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski											
Task Behavioral health services are co-located within PCMH/APC practices and are available.			Provider	<u>Mental Health</u>	Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:											
Achar Naveen Md; Adirondack Medical Center; Alloy David A; Asar Mariam H; Astill-Vaccarino Joanne L Md; Astruc Manuel Md; Barry Kelly; Beasley-Irving April; Becker Warren Alan Do; Behavioral Hlth Svcs North Risp Cn; Berry Iii Ralph L; Black Erica; Broege Phyllis; Brunelle Trudy; Burke Angela Marie; Butz Jr. Robert A; Capital District Pc; Cath Fam/Com Svc Ts; Catholic Charities Rochester; Catholic Fam Comm Ser Fulton; Champlain Valley Physicians H; Cioppa Donna M; Citizen Advocates Inc; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Cohen Donna Marie; Comm Mhc Glen Falls Mh; Community Work And Independence Spt; Cotton Paul; Desantis Sandra J; Dodd Jack Edward Jr; Dorflinger Joseph Lcsw; Ellis Jami L; Essex Co Comm Ser Mh; Families First In Essex; Fisk Connie Lynn; Florio Gerard A; Fulton County Arc; Gabay Michelle; Glozman Alexandr Josifovich; Gorman Deborah; Gould Shannon L Phd; Greene Jill; Gregg Michael; Gronstedt Gary Joe; Hackert Suzanne; Harnick Robert Md; Heathcote Elizabeth; Herzog Michael; Higgins Richard Phd; Hilger Terry; Hill Catherine Rooks; Hill Harry A; Hillside Childrens Ctr; Hinsman David C Md; Homenick Michael P Phd; Hostig Kimberly; Howard Melanie Daryl; Huber-Villano Patricia; Hyon Sung; Jack Richard; Jewell Lorna Leah; Johnston Andrea; Joshua L Frank; Kennedy Tracy; King John F Md; Klim Kathleen; Knight William; Kokernot Bruce Glenn; Kolesnikov Daniel; Kowalski Donald Walter; Lakeside House Inc; Langer Bharat; Laura Beth Diamond; Leo Carol; Lexington Com Serv Inc; Lexington Community Svcs Inc; Luciani Maria; Mahood Harry Wallace Jr; Malerba Robert Fortune Ii; Marden Karen; Matima Mabatho Lucia; Mcgoldrick Robert; Mcphillips Susan Md; Menzel Charles H Md; Mha Fulton And Montgomery Co; Miller Myrna Broun; Mitchell Robert Alexander Md; Nicholson John M W Md; Nijjar Gurkirpal S Md; Nobel-Maxwell Jane; Oberg Gary David; Orsak Kathleen P Md; Papandrea Mary Ellen; Parsons Child And Family Ctr; Peters Robert Lcsw; Prell M.; Prespare Bennett Anna; Richards Alisson Leigh; Richards Kim Marie; Roldan Ernesto; Ross Leigh; Rtf Hs Of The Good Shepherd; Ruelos Emilio Md; Sadal Raju A; Saleem Muhammad Usef; Samenfeld-Specht James; Sandra L Foster; Saratoga Cnty Comm Svcs Brd; Sauer-Jones Donna Susan; Scanlan-Rathbun Nancy M; Schenkel John Lawrence Md; Shapiro Lois A; Shriver Kren K; Simor Ginger Md; Smith Bernard; Smith Karen Louise; Spire Michael; Spitalny Kenneth Charles; St Lawrence Pc; St Lawrence Pc; St Regis Mohawk Health Svcs; Symonds Beverly; Terrien Jessica; The Family Counseling Ctr; Tohtz Damon Alaric; Tomb Suzanne E Csw; Toole Nancy E Lcsw; Torregrossa Martha; United Helpers Inc; Upton Michael D Md; Valentine Edward L Md; Van Deusen Heidi Harlow; Vanscoy-Mcallister Victoria; Walton Benita Jo; Warren/Washington Mha Inc; Weidner Karen											
Task Coordinate with Project Team 2.a.ii during this project to be apprised of provider progress toward certification.			Project		Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Coordinate the availability and schedules of behavioral health services and providers to ensure adequate coverage within PCMH practices for the expected volume of patients and hours of service required.			Project		Completed	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Coordinate the availability and schedules of behavioral health services and providers to ensure adequate coverage within PCMH practices for the expected volume of patients and hours of service required.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Coordinate the availability and schedules of behavioral health services and providers to ensure adequate coverage within PCMH practices for the expected volume of patients and hours of service required.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Identify practice location that will execute integrated			Project		Completed	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 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
services.											
Task Assess practice locations readiness for integration.			Project		Completed	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Identify billing strategies for integrated services.			Project		Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Work with MCOs to move toward values based payments model.			Project		Completed	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Ongoing monitoring of the integration of services process.			Project		Completed	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	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Regularly scheduled formal meetings are held to develop collaborative care practices.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Coordinated evidence-based care protocols are in place, including medication management and care engagement processes.			Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Identify and assemble staff members to work on evidence-based care protocol processes.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Staff are trained on evidence-based care protocols, including medication management and care engagement processes.			Project		Completed	04/01/2016	03/31/2017	04/01/2016	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.	DY4 Q2	Model 1	Project	N/A	Completed	01/01/2016	09/30/2018	01/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Policies and procedures are in place to facilitate and document completion of screenings.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Screenings are documented in Electronic Health Record.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4

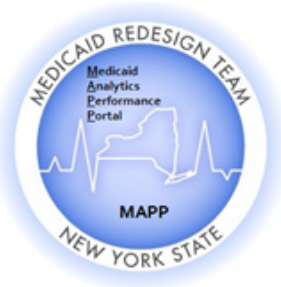


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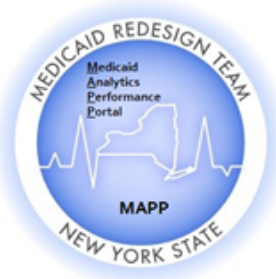
Project Requirements (Milestone/Task Name)	Prescribed Due Date	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Task At least 90% of patients receive screenings at the established project sites (Screenings are defined as industry standard questionnaires such as PHQ-2 or 9 for those screening positive, SBIRT).			Project		Completed	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Positive screenings result in "warm transfer" to behavioral health provider as measured by documentation in Electronic Health Record.			Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	01/01/2017	03/31/2018	01/01/2017	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:											
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; 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Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; 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Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Ruge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; 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Task Practice locations will identify which screening tool(s) they will implement.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Write policies and procedures for implementing screening tool(s) and EHR documentation.			Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task			Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2



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

Adirondack Health Institute, Inc. (PPS ID:23)

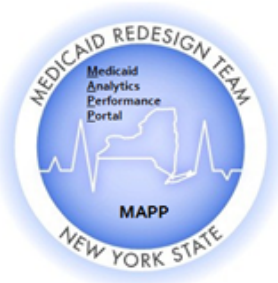
Project Requirements (Milestone/Task Name)	Prescribed Due Date	Project Model Name	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
Train staff on policies and procedures for executing and documenting screening tool(s).											
Task Write policies and procedures for "warm transfer" process.			Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Train staff on "warm transfer" process.			Project		Completed	01/01/2017	09/30/2017	01/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task Ongoing monitoring of screening and "warm transfer" process.			Project		Completed	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Milestone #4 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Model 1	Project	N/A	Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.			Project		Completed	07/01/2016	09/30/2016	07/01/2016	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	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Translate actively engaged definition into operational terms – incorporate any changes provided by DOH in anticipated revision of the actively engaged definition.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner EHRs, PHM platform(s), others.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2.a.ii team and IT & Data Sharing Committee as needed.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Create resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4



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Task Provide training as needed to ensure all staff implement the tracking procedures consistently.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #5 Co-locate primary care services at behavioral health sites.	DY4 Q2	Model 2	Project	N/A	Completed	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Primary care services are co-located within behavioral Health practices and are available.			Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:											
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md; Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; 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Task Primary care services are co-located within behavioral Health practices and are available.			Provider	<u>Mental Health</u>	Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4



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

DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

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
Providers Associated with Completion:											
Achar Naveen Md; Adirondack Medical Center; Alloy David A; Asar Mariam H; Astill-Vaccarino Joanne L Md; Astruc Manuel Md; Barry Kelly; Beasley-Irving April; Becker Warren Alan Do; Behavioral Hlth Svcs North Risp Cn; Berry Iii Ralph L; Black Erica; Broege Phyllis; Brunelle Trudy; Burke Angela Marie; Butz Jr. Robert A; Capital District Pc; Cath Fam/Com Svc Ts; Catholic Charities Rochester; Catholic Fam Comm Ser Fulton; Champlain Valley Physicians H; Cioppa Donna M; Citizen Advocates Inc; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Cohen Donna Marie; Comm Mhc Glen Falls Mh; Community Work And Independence Spt; Cotton Paul; Desantis Sandra J; Dodd Jack Edward Jr; Dorflinger Joseph Lcsw; Ellis Jami L; Essex Co Comm Ser Mh; Families First In Essex; Fisk Connie Lynn; Florio Gerard A; Fulton County Arc; Gabay Michelle; Glozman Alexandr Josifovich; Gorman Deborah; Gould Shannon L Phd; Greene Jill; Gregg Michael; Gronstedt Gary Joe; Hackert Suzanne; Harnick Robert Md; Heathcote Elizabeth; Herzog Michael; Higgins Richard Phd; Hilger Terry; Hill Catherine Rooks; Hill Harry A; Hillside Childrens Ctr; Hinsman David C Md; Homenick Michael P Phd; Hostig Kimberly; Howard Melanie Daryl; Huber-Villano Patricia; Hyon Sung; Jack Richard; Jewell Lorna Leah; Johnston Andrea; Joshua L Frank; Kennedy Tracy; King John F Md; Klim Kathleen; Knight William; Kokernot Bruce Glenn; Kolesnikov Daniel; Kowalski Donald Walter; Lakeside House Inc; Langer Bharat; Laura Beth Diamond; Leo Carol; Lexington Com Serv Inc; Lexington Community Svcs Inc; Luciani Maria; Mahood Harry Wallace Jr; Malerba Robert Fortune Ii; Marden Karen; Matima Mabatho Lucia; Mcgoldrick Robert; Mcphillips Susan Md; Menzel Charles H Md; Mha Fulton And Montgomery Co; Miller Myrna Broun; Mitchell Robert Alexander Md; Nicholson John M W Md; Nijjar Gurkirpal S Md; Nobel-Maxwell Jane; Oberg Gary David; Orsak Kathleen P Md; Papandrea Mary Ellen; Parsons Child And Family Ctr; Peters Robert Lcsw; Prell M.; Prespare Bennett Anna; Richards Alisson Leigh; Richards Kim Marie; Roldan Ernesto; Ross Leigh; Rtf Hs Of The Good Shepherd; Ruelos Emilio Md; Sadal Raju A; Saleem Muhammad Usef; Samenfled-Specht James; Sandra L Foster; Saratoga Cnty Comm Svcs Brd; Sauer-Jones Donna Susan; Scanlan-Rathbun Nancy M; Schenkel John Lawrence Md; Shapiro Lois A; Shriver Kren K; Simor Ginger Md; Smith Bernard; Smith Karen Louise; Spire Michael; Spitalny Kenneth Charles; St Lawrence Pc; St Lawrence Pc; St Regis Mohawk Health Svcs; Symonds Beverly; Terrien Jessica; The Family Counseling Ctr; Tohtz Damon Alaric; Tomb Suzanne E Csw; Toole Nancy E Lcsw; Torregrossa Martha; United Helpers Inc; Upton Michael D Md; Valentine Edward L Md; Van Deusen Heidi Harlow; Vanscoy-Mcallister Victoria; Walton Benita Jo; Warren/Washington Mha Inc; Weidner Karen											
Task Coordinate with Project Team 2.a.ii during this project to be apprised of provider progress toward certification.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Coordinate the availability and schedules of primary care providers to ensure adequate coverage within the behavioral health site for the expected volume of patients and hours of service required.			Project		Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify practice location that will execute integrated services.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Assess practice locations readiness for integration.			Project		Completed	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Identify billing strategies for integrated services.			Project		Completed	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Work with MCOs to move toward values based payments model.			Project		Completed	07/01/2016	06/30/2017	07/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Ongoing monitoring of the integration of services process.			Project		Completed	07/01/2016	03/31/2018	07/01/2016	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	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2



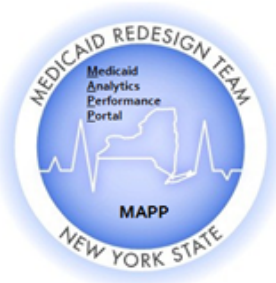
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Regularly scheduled formal meetings are held to develop collaborative care practices.											
Task Coordinated evidence-based care protocols are in place, including a medication management and care engagement process.			Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Identify and assemble staff members to work on evidence-based care protocol processes.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Staff are trained on evidence-based care protocols, including medication management and care engagement processes.			Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #7 Conduct preventive care screenings, including physical and behavioral health screenings.	DY4 Q2	Model 2	Project	N/A	Completed	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Screenings are conducted for all patients. Process workflows and operational protocols are in place to implement and document screenings.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Screenings are documented in Electronic Health Record.			Project		Completed	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
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		Completed	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
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	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	01/01/2017	03/31/2018	01/01/2017	03/31/2018	03/31/2018	DY3 Q4

Providers Associated with Completion:

Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Al-Hussein Nabeel Md; All Rita Lynn; Allen Mary Anne Aurelia; Anderson David J Md; Anderson Glen E; Andrew Lafrance Np-Family Health; Anwer Naima; Atkinson Timothy Md; Auer Patricia A; Bachman Paul Md; Baker-Porazinski Jennifer Md; Baltazar Cynthia Md; Bansal Vineet; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beguin David P Md; Beiras Darci; Bell Michael Md; Benardot Emile Leon Md;



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<p>Bergin Suzanne; Berk Gary R Md; Bero Florence C Md; Berrick Robert J; Blood Suzanne Marie Md; Bollinger Frances C; Borgos William M; Brandis Robert A Md; Brown Laurie F; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Burnett John S Md; Busch Harriet Phyllis Md; Byron Paul Joseph; Calabrese Gerald Leonard Md; Caputo Pasqualino; Carbone Amy Johnson Rpa; Carney Nancy Draper; Carstens Jan Synakowski Md; Cassingham Amy Louise; Celotti Michael J Do; Cerklewich Nicole; Chalom Mark Md; Chapman Glen D Md; Ching Anthony L Md; Cichetti Joanne Wilson Md; Cichetti Neil Joseph Md; Clark Melanie C; Clark Melissa Gail; Cleveland Byrd Md; Coates Andrew Donnally Md; Colt-Connaway Shannon J; Comeau Christopher E Md; Cook George S Md; Cooper Joanne; Corey Anne Craig Md; Cossey Jason L; Cougler Ernie Sterling; Crossman Max L Md; Curtis Danita; Darrow Carla M; Davis Harry; Day W Marvin Rpa; De Federicis Margarita Rosa; Decker Melissa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Dempsey David; Demuro Rob; Desai Nimesh Jitendra Md; Detore Joanne Rpa; Devlin Kerin M; Dewar John E Md; Dinsmore Lauren Elizabeth; Dodds George Matthew Md; Dombek-Lang Teresa V Md; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Edwards Mallory Catherine; Ellis Patricia; Evens Shannon T; Farrell Andrea; Federman Dorothy S Md; Fish Erica Ann; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; France Kenneth; Frank-Dixon Kristen Lianne; Freeman Janis; Fuhrman Solomon M Md; Fuller Aaron Elzer; Fuller Erin; Fuller Michael Wesley; Gabay Michelle; Gabler James O; Gaiotti-Grubbs Darci Ann; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Garami Anthony Arthur Md; Gardner Theresa M; Gates Laurie A; Ghaffari Zandi Shahbanoo; Glickman Mary Halloran; Gregory Ann M Np; Guile Alison Joanne Md; Gupta Sanjeev Md; Gutman Alan J Rpa; Haas Douglas L Md; Hanafi Walid; Hanson Anne Catherine; Hare H Gerald Md; Harrington Charlene B Rpa; Hausrath Stephen G Md; Healey Gregory J Md; Herren Kathy Mazur Rpa; Hettena Avi J; Heywood Ann Jacqueline; Hicks James C; Hilborne Kenneth; Hindson James F Md Pc Md; Hogan-Moulton Amy E Md; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kelly Benson J; Kerrigan Brian Richard Do; Kesari Parvathi Sudhir Md; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Knowles Terry Do; Lang Deborah B; Lapham Paula M; Larson Daniel C Md; Lataillade Pierre Henry Md; Latreille William R Jr Md; Lauzon Kathleen C; Layden John Joseph Md; Leffler Stephanie; Leonard Kyle; Lepage Brenda; Levitz Mary; Lindman Harry David Md; Loinaz Federico Alfredo Md; Loucks Barbara; Lovier John Arthur Jr; Lusignan Pamela F; Lynch Michael William Md; Maggio Charles A Md; Mandeep Saluja Md; Masaba Edit Kalmar Md; Mccahill Woods Jr Md; Mcclure Marilyn Prichard; Mccullum Kevin P Md; MCGonagle Mary; Mckeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Medved Marina Do; Medved Vladimir Do; Messitt Christopher Thomas Md; Meyer Melissa L Md; Miller Scott C; Moon Timothy Wayne Do; Moore Heidi J Md; Moore Robert W Md; Moore Stephanie Polk Md; Morris-Dickinson Gwendolyn Sue; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Ordonez Julia I Md; Palmateer Daniel R Md; Pangia Kathleen; Papura William A Md; Parker William; Paska David; Patnode Roger E Md; Patty Rissacher Md; Peff Peter Joseph; Peguero Luz E Md; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Phillips Rachel I Rn; Piit Flos Carmeli Ilogon; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Rasmussen Heidi Md; Rayeski Suzanne Marie Md; Reali Dean Anthony Do; Reynolds Derek John; Richards Craig Warren Do; Rider Russell Edward Md; Rizzo Laura Ann; Rogers Robert T Ii; Rosenthal Laurel M; Rubenstein Barney Md; Ruge John K Jr Md; Runkel Gregory W Md; Sabo Kathryn A; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Schmitt Patricia Ann; Schuessler Donald C Jr Md; Schwartzman Michael S Md; Schwerman Joseph J Pc Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Siddiqui Nawed A Md; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Socolof Roslyn Weiss Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spicer Scott Michael; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stoutenburg John Patrick Md; Stratton Jennifer Lynn; Sturm Toni Marie Md; Sullivan James M Md; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Teetz Rick David Md; Terrence Kathleen Mailey Md; Thakur Magendra Md; Thomas Gordon M Md; Tucker Tiffany M; Tulloch Michael Joseph Md; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Van Bellingham Wendy Md; Vanwagner Alecia; Vida Aimee C; Villajuan Bernardo Ramos Md; Viola Tracey A; Waldorf Todd; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Andrew F Md; Williams Elaine M; Zbigniew Wolczynski</p>											
<p>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).</p>			Provider	<u>Mental Health</u>	Completed	01/01/2017	03/31/2018	01/01/2017	03/31/2018	03/31/2018	DY3 Q4
<p>Providers Associated with Completion:</p> <p>Achar Naveen Md; Adirondack Medical Center; Alloy David A; Asar Mariam H; Astill-Vaccarino Joanne L Md; Astruc Manuel Md; Barry Kelly; Beasley-Irving April; Becker Warren Alan Do; Behavioral Hlth Svcs North Risp Cn; Berry Iii Ralph L; Black Erica; Broege Phyllis; Brunelle Trudy; Burke Angela Marie; Butz Jr. Robert A; Capital District Pc; Cath Fam/Com Svc Ts; Catholic Charities Rochester; Catholic Fam Comm Ser Fulton; Champlain Valley Physicians H; Cioppa Donna M; Citizen Advocates Inc; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Cohen Donna Marie; Comm Mhc Glen Falls Mh; Community Work And Independence Spt; Cotton Paul; Desantis Sandra J; Dodd Jack Edward Jr; Dorflinger Joseph Lcsw; Ellis Jami L; Essex Co Comm Ser Mh; Families First In Essex; Fisk Connie Lynn; Florio Gerard A; Fulton County Arc; Gabay Michelle; Glozman Alexandr Josifovich; Gorman Deborah; Gould Shannon L Phd; Greene Jill; Gregg Michael; Gronstedt Gary Joe; Hackert Suzanne; Harnick Robert Md; Heathcote Elizabeth; Herzog Michael; Higgins Richard Phd; Hilger Terry; Hill Catherine Rooks; Hill Harry A; Hillside Childrens Ctr; Hinsman David C Md; Homenick Michael P Phd; Hostig Kimberly; Howard Melanie Daryl; Huber-Villano Patricia; Hyon Sung; Jack Richard; Jewell Lorna Leah; Johnston Andrea; Joshua L Frank; Kennedy Tracy; King John F Md; Klim Kathleen; Knight William; Kokernot Bruce Glenn; Kolesnikov Daniel; Kowalski Donald Walter; Lakeside House Inc; Langer Bharat; Laura Beth Diamond; Leo Carol; Lexington Com Serv Inc; Lexington Community Svcs Inc; Luciani Maria; Mahood Harry Wallace Jr; Malerba Robert Fortune Ii; Marden Karen; Matima Mabatho Lucia; MCGoldrick Robert; McPhillips Susan Md; Menzel Charles H Md; Mha Fulton And Montgomery Co; Miller Myrna Broun; Mitchell Robert Alexander Md; Nicholson John M W Md; Nijjar Gurkirpal S Md; Nobel-Maxwell Jane; Oberg Gary David; Orsak Kathleen P Md; Papandrea Mary Ellen; Parsons Child And Family Ctr; Peters Robert Lcsw; Prell M.; Prespare Bennett Anna; Richards Alisson Leigh; Richards Kim Marie; Roldan Ernesto; Ross Leigh; Rtf Hs Of The Good Shepherd; Ruelos Emilio Md; Sadal Raju A; Saleem Muhammad Usef; Samenfeld-Specht James; Sandra L Foster; Saratoga Cnty Comm Svcs Brd; Sauer-Jones Donna Susan; Scanlan-Rathbun Nancy M; Schenkel John Lawrence Md; Shapiro Lois A; Shriver Kren K; Simor Ginger Md; Smith Bernard; Smith Karen Louise; Spire Michael; Spitalny Kenneth Charles; St Lawrence Pc; St Lawrence Pc; St Regis Mohawk Health Svcs; Symonds Beverly; Terrien Jessica; The Family Counseling Ctr; Tohtz Damon Alaric; Tomb Suzanne E Csw; Toole Nancy E Lcsw; Torregrossa Martha; United Helpers Inc; Upton Michael D Md; Valentine Edward L Md; Van Deusen Heidi Harlow; Vanscoy-Mcallister Victoria; Walton Benita Jo; Warren/Washington Mha Inc; Weidner Karen</p>											
<p>Task Practice locations will identify which screening tool(s)</p>			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
they will implement.											
Task Write policies and procedures for implementing screening tool(s) and EHR documentation.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Train staff on policies and procedures for executing and documenting screening tool(s).			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Write policies and procedures for "warm transfer" process.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Train staff on "warm transfer" process.			Project		Completed	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Ongoing monitoring of screening and "warm transfer" process.			Project		Completed	01/01/2017	03/31/2018	01/01/2017	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	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	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	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Translate actively engaged definition into operational terms – incorporate any changes provided by DOH in anticipated revision of the actively engaged definition.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner EHRs, PHM platform(s), others.			Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2.a.ii team and IT &			Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2



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Data Sharing Committee as needed.											
Task Create resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Provide training as needed to ensure all staff implement the tracking procedures consistently.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.			Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #9 Implement IMPACT Model at Primary Care Sites.	DY4 Q2	Model 3	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 implemented IMPACT Model at Primary Care Sites.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #10 Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.	DY2 Q4	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
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		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Policies and procedures include process for consulting with Psychiatrist.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #11 Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	DY2 Q4	Model 3	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 qualified Depression Care Manager (can be a nurse, social worker, or psychologist) as identified in Electronic Health Records.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task Depression care manager meets requirements of IMPACT model, including coaching patients in			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
behavioral activation, offering course in counseling, monitoring depression symptoms for treatment response, and completing a relapse prevention plan.											
Milestone #12 Designate a Psychiatrist meeting requirements of the IMPACT Model.	DY2 Q4	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task All IMPACT participants in PPS have a designated Psychiatrist.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #13 Measure outcomes as required in the IMPACT Model.	DY4 Q2	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 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		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #14 Provide "stepped care" as required by the IMPACT Model.	DY4 Q2	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task In alignment with the IMPACT model, treatment is adjusted based on evidence-based algorithm that includes evaluation of patient after 10-12 weeks after start of treatment plan.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Milestone #15 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Model 3	Project	N/A	On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.			Project		On Hold	04/01/2015	03/31/2020	04/01/2015	03/31/2020	03/31/2020	DY5 Q4
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



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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
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.	
Conduct preventive care screenings, including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) implemented for all patients to identify unmet needs.	
Use EHRs or other technical platforms to track all patients engaged in this project.	
Co-locate primary care services at behavioral health sites.	
Develop collaborative evidence-based standards of care including medication management and care engagement process.	
Conduct preventive care screenings, including physical and behavioral health screenings.	
Use EHRs or other technical platforms to track all patients engaged in this project.	
Implement IMPACT Model at Primary Care Sites.	
Utilize IMPACT Model collaborative care standards, including developing coordinated evidence-based care standards and policies and procedures for care engagement.	
Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	
Designate a Psychiatrist meeting requirements of the IMPACT Model.	
Measure outcomes as required in the IMPACT Model.	
Provide "stepped care" as required by the IMPACT Model.	
Use EHRs or other technical platforms to track all patients engaged in this project.	



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Milestone Review Status

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



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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 The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in resolving any barriers to successful submission of their applications.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications.								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	
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.

Risk 1-BH organizations having access to EHR systems with secure messaging. This could potentially impact the completion of Milestones and submitting Actively Engaged data to the PPS.
Mitigation 1-For agencies applying for HCBS services, providers must be able to:
Input data into EHRs, Access data from EHRs, Share health information among providers, sustain financial viability, and reduce health care costs via reduction in ED/Inpatient services so they can align with DSRIP, PPS, HH, RHIO and SHIN-NY

Risk 2-Transportation access for patients in Crisis. If a Mobile Crisis Unit is not available a person in Crisis may not have transportation to the appropriate services which may lead to an Ambulance ride to the ED and a decrease in Actively Engaged numbers if Crisis Services are under-utilized.
Mitigation 2-Utilizing telehealth when possible in remote areas. Making sure patients are connected to a Care Manager which can refer to Medicaid transportation

Risk 3- Being aware of new community and law enforcement Crisis Services so patients won't be referred to the ED. This could impact the number of Actively engaged patients until more Crisis Outreach education is received
Mitigation 3 -CIT training for law enforcement and the community-CIT International primary purpose is to facilitate understanding, development and implementation of Crisis Intervention Team CIT training programs throughout the U.S. in order to promote and support collaborative efforts to create and sustain more effective interactions among law enforcement, mental health care providers, individuals with mental illness, their families and communities and to reduce the stigma of mental illness.
A central triage will also help refer these patients to the correct services

Risk 4-Staffing shortages for Crisis Programs-LMSWs and Psychiatric staff are difficult to find prior to adding new services to organizations. This could delay implementation of some of the milestones Mitigation 4-Workforce Manager and groups will help with recruitment and retention of staff.

Risk 5-Tracking and reporting Actively Engaged-HARPs will be starting to enroll participants in July and HCBS will take effect in October. Some of the main partners in this project are not billing Medicaid for their current crisis services. AHI will be working with organizations to capture current services and how to track engaged patients with an attestation form. CRFP monies were delayed for GFH's Crisis Care Center, CAI's combined Crisis Stabilization and Ambulatory Detox and program and CVFC's Ambulatory Detox Program. BHSN and MHA of Essex didn't receive CRFP. Plan B will be developed which may take time to find locations and if renovations are needed. All of the reasons above will affect AHI reaching Actively Engaged milestones
Mitigation 5- Working to get attestation forms for partners until HARPs and HCBS services are in place. They will need these forms for reporting. For the purposes of tracking and reporting Actively Engaged, PPS' are required to capture and report the CIN, consistent with the guidance for all projects. However, if the nature of the engagement is anonymous, the PPS would only need to track and report the number of anonymous engagements completed by network partners.

Risk 6- Contracting agreements among providers in the IDS
Mitigation 6- PPS Finance Committee determined a methodology for Engagement Funds II Distribution to Partners. AHI will determine a Contracting timeline to prioritize Master Participation Agreements, and Schedule A2s

Risk 7- Operational Challenges: AHI Leadership and DSRIP staffing resources for Clinical Governance and Quality Committee for oversight and



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surveillance of compliance with protocols and quality of care.
Mitigation 7-AHI will leverage the shared governance model to allocate resources to achieve the vision and goals of the PPS in a balanced manner



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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	7,845

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	1,900	3,923	5,700	7,845
	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%
IA Approved	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (0) does not meet your committed amount (7,845) for 'DY4,Q4'

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
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY4,Q4.



**New York State Department Of Health
Delivery System Reform Incentive Payment Project
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Adirondack Health Institute, Inc. (PPS ID:23)

✓ 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	Completed	07/01/2015	03/31/2018	07/01/2015	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		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task 1. Identify and list organization(s) that will perform crisis outreach.		Project		Completed	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1
Task 2. Identify and list organization(s) that will execute mobile crisis services.		Project		Completed	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1
Task 3. Identify and list organization(s) that will provide intensive crisis services.		Project		Completed	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1
Task 4. Hold kick off meetings where project teams meet and review plans for implementation of a crisis intervention program.		Project		Completed	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3
Task 5. Ensure staff is licensed or designated by OMH/OASAS to provide specific crisis services described in the NYS Medicaid state plan.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task 6. Establish a marketing and promotion plan to market new crisis intervention program to the community, social service providers and health centers.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 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	Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task PPS has implemented diversion management protocol with PPS Hospitals (specifically Emergency Departments).		Project		Completed	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify and list Health Homes, ER's and Hospitals in PPS.		Project		Completed	09/30/2015	12/31/2015	09/30/2015	12/31/2015	12/31/2015	DY1 Q3



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Adirondack Health Institute, Inc. (PPS ID:23)

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 agreements with these providers in PPS.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Develop diversion management protocols with referral mechanisms.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
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	Completed	09/01/2015	03/31/2018	09/01/2015	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		Completed	06/01/2016	03/31/2018	06/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify all MCOs in the PPS.		Project		Completed	09/01/2015	03/31/2016	09/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Schedule meetings with MCOs.		Project		Completed	03/31/2016	03/31/2018	03/31/2016	03/31/2018	03/31/2018	DY3 Q4
Task Engage in payment negotiation with MCOs to get community crisis stabilization services covered.		Project		Completed	06/01/2016	03/31/2018	06/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Execute MOUs with MCOs.		Project		Completed	06/01/2016	03/31/2018	06/01/2016	03/31/2018	03/31/2018	DY3 Q4
Milestone #4 Develop written treatment protocols with consensus from participating providers and facilities.	DY2 Q4	Project	N/A	Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Regularly scheduled formal meetings are held to develop consensus on treatment protocols.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Coordinated treatment care protocols are in place.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop various written treatment protocols, must include coordinated care.		Project		Completed	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop and outline a training program to train staff on various treatment protocols.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 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	09/30/2015	03/31/2017	09/30/2015	03/31/2017	03/31/2017	DY2 Q4
Task PPS includes at least one hospital with specialty psychiatric		Project		Completed	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1



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Delivery System Reform Incentive Payment Project
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Adirondack Health Institute, Inc. (PPS ID:23)

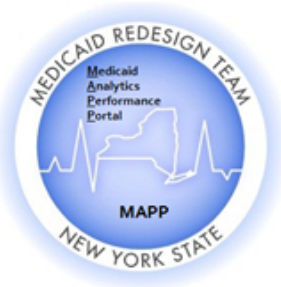
Project Requirements (Milestone/Task Name)	Prescribed Due Date	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
services and crisis-oriented psychiatric services in provider network										
Task PPS evaluates 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	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Providers Associated with Completion: Champlain Valley Physicians H										
Task Establish a written agreement with the hospital.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Identify and list areas that need improvement to psychiatric service.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Implement improvement steps.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 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	Completed	07/01/2015	03/31/2018	07/01/2015	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		Completed	09/30/2015	09/30/2016	09/30/2015	09/30/2016	09/30/2016	DY2 Q2
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	<u>Safety Net Hospital</u>	Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion: Alice Hyde Medical Center; Champlain Valley Physicians H; Nathan Littauer Hospital										
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	<u>Safety Net Clinic</u>	Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion: Adirondack Medical Center; Alice Hyde Medical Center; Canton-Potsdam Hospital; Catholic Charities Rochester; Champlain Valley Physicians H; Circle Adol Preg Prog Ts; Com Hlth Ctr Of Smh & Nlh Inc; Comm Mhc Glen Falls Mh; Elizabethtown Community Hsp; Franklin Cnty Public Hlth Svc; Franklin Cty Arc Chasm Rd Icf; Fulton Co Phns Psshsp; Gouverneur Hospital, Inc; Moses Ludington Hospital; Nathan Littauer Hospital; Parsons Child And Family Ctr; Planned Pthd Mohawk Hudson; St Regis Mohawk Health Svcs; Ucp Assn Of The Capital Dist; United C P A Of North Country; Warrensburg Health Center; Washington Co Board Of Superv										



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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 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	<u>Safety Net Mental Health</u>	Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Providers Associated with Completion:										
Citizen Advocates,Inc; Community Work And Independence Spt; Mha Fulton And Montgomery Co; The Family Counseling Ctr										
Task Establish an agreement with the hospitals who will be expanding access to observation units.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Identify improvement areas and steps needed to improve, consider creation of respite centers in certain geographic regions.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Implement improvement steps identified.		Project		Completed	03/01/2016	03/31/2018	03/01/2016	03/31/2018	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	Completed	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS includes mobile crisis teams to help meet crisis stabilization needs of the community.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Coordinated evidence-based care protocols for mobile crisis teams are in place.		Project		Completed	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify organization(s) and team members that will run mobile crisis.		Project		Completed	09/30/2015	06/30/2016	09/30/2015	06/30/2016	06/30/2016	DY2 Q1
Task Identify and develop evidence-based protocols which meet HCBS standards. Other protocols should include transition of care including personal contact by crisis team member, deployment of the mobile crisis team results in a team debrief of the circumstances that lead to the deployment and how crisis was handled.		Project		Completed	09/30/2015	03/31/2018	09/30/2015	03/31/2018	03/31/2018	DY3 Q4
Task Establish agreements for psychiatric and Addiction Medicine consultation services to the crisis team that include specific response times consistent with NYS and local regulatory body guidance.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	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
Task Develop implementation plan for deployment of crisis mobilization unit.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify and implement evidence based tools to assess risk and stabilize crises.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop or utilize written training materials and guidelines, evidence-based, for mobile crisis team(s).		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop and outline a training program to train mobile crisis teams on evidence based protocols and implementation plan.		Project		Completed	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4
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	Completed	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task EHR demonstrates integration of medical and behavioral health record within individual patient records.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Primary Care Provider (PCP)</u>	Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Providers Associated with Completion:										
Adams Robin E; Beguin David P Md; Beiras Darci; Benardot Emile Leon Md; Ching Anthony L Md; Colt-Connaway Shannon J; Curtis Danita; Dodds George Matthew Md; Fotidar Akhilesh Md; Hanafi Walid; Horowitz Lawrence M Do; Meyer Melissa L Md; O'Brien Richard Lee Do; Patnode Roger E Md; Shnaidman Clare; Solby Richard Adam Md; Spicer Scott Michael; Sunkara Maruthi M Md; Williams Andrew F Md										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Practitioner - Non-Primary Care Provider (PCP)</u>	Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Hospital</u>	Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Providers Associated with Completion:										
Alice Hyde Medical Center; Champlain Valley Physicians H; Nathan Littauer Hospital										
Task EHR meets connectivity to RHIO's HIE and SHIN-NY requirements.		Provider	<u>Safety Net Mental Health</u>	Completed	01/01/2016	03/31/2018	01/01/2016	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
Providers Associated with Completion:										
Citizen Advocates, Inc; Community Work And Independence Spt; Mha Fulton And Montgomery Co; The Family Counseling Ctr										
Task Alerts and secure messaging functionality are used to facilitate crisis intervention services.		Project		Completed	04/16/2016	03/31/2018	04/16/2016	03/31/2018	03/31/2018	DY3 Q4
Task Identify EHR vendor systems being used by participating safety net providers within the PPS.		Project		Completed	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task Confirm that each of the EHR vendor systems being used within the PPS includes DIRECT Exchange (secure messaging), alerts and patient record look up.		Project		Completed	10/01/2015	03/31/2018	10/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task For those EHR vendor systems that do not meet these requirements, develop a plan to address this issue with the participating provider.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop an implementation plan that includes setting up the sharing of health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Validate that all participating PPS safety net providers are actively sharing health information via HIE and amongst clinical partners participating within the PPS.		Project		Completed	04/11/2016	03/31/2018	04/11/2016	03/31/2018	03/31/2018	DY3 Q4
Task Train staff on alerts and secure messaging.		Project		Completed	09/30/2016	03/31/2018	09/30/2016	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	Completed	07/01/2015	03/31/2018	07/01/2015	03/31/2018	03/31/2018	DY3 Q4
Task PPS has implemented central triage service among psychiatrists and behavioral health providers.		Project		Completed	03/01/2016	03/31/2018	03/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task List participating psychiatrists, mental health, behavioral health and substance abuse providers who will be part of the central triage service and develop agreements with them.		Project		Completed	09/30/2015	09/30/2016	09/30/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify organization(s) that will house a central crisis triage.		Project		Completed	09/30/2015	09/30/2016	09/30/2015	09/30/2016	09/30/2016	DY2 Q2
Task Develop policies and procedures for triage services that include		Project		Completed	09/30/2015	03/31/2018	09/30/2015	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
access to hotlines, decision making tools that lead to clinically appropriate interventions and the ability to deploy staff rapidly.										
Task Develop a mechanism to report on the performance of the triage services.		Project		Completed	09/30/2015	03/31/2018	09/30/2015	03/31/2018	03/31/2018	DY3 Q4
Task Train staff on triage protocols, must provide written training materials.		Project		Completed	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task Develop an education and outreach campaign regarding the triage protocol and the value of triage and diversion for emergency responders, community shelters, schools, nursing homes, behavioral health, primary care providers and advocacy groups.		Project		Completed	03/31/2016	03/31/2018	03/31/2016	03/31/2018	03/31/2018	DY3 Q4
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	01/01/2016	03/31/2017	01/01/2016	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	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
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	01/01/2016	03/31/2017	01/01/2016	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	03/01/2016	03/31/2017	03/01/2016	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	09/01/2016	03/31/2017	09/01/2016	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	09/01/2016	03/31/2017	09/01/2016	03/31/2017	03/31/2017	DY2 Q4



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Adirondack Health Institute, Inc. (PPS ID:23)

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 Quality sub-committee will develop implementation plans.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Quality sub-committee will evaluate results of quality improvement initiatives.		Project		Completed	03/01/2016	03/31/2017	03/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #11 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Project	N/A	Completed	05/13/2016	03/31/2017	05/13/2016	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	05/13/2016	09/30/2016	05/13/2016	09/30/2016	09/30/2016	DY2 Q2
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner platform(s), others.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2aii team and IT & Data Sharing Committee as needed.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Create resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Provide training as needed to ensure all staff implement the tracking procedures consistently.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

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



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

DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

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.	
Include at least one hospital with specialty psychiatric services and crisis-oriented psychiatric services; expansion of access to specialty psychiatric and crisis-oriented services.	
Expand access to observation unit within hospital outpatient or at an off campus crisis residence for stabilization monitoring services (up to 48 hours).	
Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.	
Ensure that all PPS safety net providers have actively connected EHR systems with local health information exchange/RHIO/SHIN-NY and share health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up by the end of Demonstration Year (DY) 3.	
Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.	
Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.	
Use EHRs or other technical platforms to track all patients engaged in this project.	

Milestone Review Status

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



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Milestone Review Status

Milestone #	Review Status	IA Formal Comments
Milestone #4	Pass & Complete	
Milestone #5	Pass & Complete	
Milestone #6	Pass & Complete	
Milestone #7	Pass & Complete	
Milestone #8	Fail	
Milestone #9	Pass & Complete	
Milestone #10	Pass & Complete	
Milestone #11	Pass & Complete	



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Adirondack Health Institute, Inc. (PPS ID:23)

✓ 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 The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in resolving any barriers to successful submission of their applications.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications.								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	
Mid-Point Assessment	



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

Instructions :



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Project 3.a.iv – Development of Withdrawal Management (e.g., ambulatory detoxification, ancillary withdrawal services) capabilities and appropriate enhanced abstinence services within community-based addiction treatment programs

✓ IPQR Module 3.a.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.

<p>Risk 1-Ambulatory Detox are new services for CVFC and Citizen Advocates so this may impact Actively Engaged Reporting for September 30th with needing 140 participants. CVFC is looking at early 2017 before up and running and Citizen Advocates, Inc. has a timeline of October 2016. Mitigation 1-Both projects received capital funding to move forward but renovations have to happen as well as getting certification for Withdrawal Management services from OASAS. This may take some time and will affect Actively engaged. CVFC will be looking at an 820 certification and CAI an 816 certification.</p> <p>Risk 2-In Plattsburgh finding a board certified addiction medicine Dr. This has potential to slow down the start of the Detox Services in Plattsburgh. Lack of appropriate medical staffing for the detox services. Mitigation 2-Working with the Workforce Manager and OASAS to recruit a board certified addiction medicine Dr. and other licensed staff such as RNs and LPNs. Recovery Coaches will be used when appropriate and the training can be brought to the PPS to increase the recovery coach pool. Work with CVFC and CAI and the workforce manager to develop more Credentialed Alcoholism and Substance Abuse Counselors (CASAC) in the region.</p> <p>Risk 3-Access to transportation for patients needing medically supervised detox services. If a patient does not have transportation to the appropriate services this could lead to a decrease in Actively Engaged numbers if Detox services are underutilized. The Plattsburgh site will be 12 miles from town. Mitigation 3-Making sure patients are connected to a Care Manager which can refer to Medicaid transportation and ensure patient has appropriate resources.</p> <p>Risk 4-Contracting agreements (Master Participation Agreement and Schedule A2s) among providers in the IDS Mitigation 4-PPS Finance Committee has determined a methodology for Engagement Funds II Distribution to PPS Partners. AHI PPS will determine a Contracting timeline to prioritize Master Participation Agreements, and Project Specific Schedule A2s.</p> <p>Risk 5-Operational Challenges: AHI PPS Leadership and DSRIP staffing resources for Clinical Governance and Quality Committee for oversight and surveillance of compliance with protocols and quality of care. Mitigation 5-AHI will leverage the shared governance model to allocate resources in a manner that best achieves the vision and goals of the PPS in a balanced manner</p>
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✔ IPQR Module 3.a.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	939

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	235	469	704	939
	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%
IA Approved	Quarterly Update	0	0	0	0
	Percent(%) of Commitment	0.00%	0.00%	0.00%	0.00%

⚠ Warning: PPS Reported - Please note that your patients engaged to date (0) does not meet your committed amount (939) for 'DY4,Q4'

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
Fail	The PPS failed to meet at least 80% of its Actively Engaged commitments for DY4,Q4.



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✔ IPQR Module 3.a.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 community-based addiction treatment programs that include outpatient SUD sites with PCP integrated teams, and stabilization services including social services.	DY4 Q2	Project	N/A	Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task PPS has developed community-based addiction treatment programs that include outpatient SUD sites, PCP integrated teams, and stabilization services.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Develop community-based addiction treatment, ambulatory detox.		Project		Completed	03/01/2016	09/30/2018	03/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Establish community based addiction treatment project teams, including leaders of integrated primary care providers and other key partners (Hospitals, ER, mental health, health centers, social services, etc.)		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Obtain the licensure or waivers necessary in order to perform ambulatory detoxification services.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Obtain necessary space with appropriate medical equipment and ways to safely maintain medications.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Obtain written approval from OASAS for any space use alterations.		Project		Completed	01/01/2016	09/30/2016	01/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Hold kick off meetings with the project teams to discuss and review plans.		Project		Completed	10/01/2015	12/03/2015	10/01/2015	12/03/2015	12/31/2015	DY1 Q3
Task Plan for marketing and promotion of community based addiction treatment program services.		Project		Completed	01/01/2016	09/30/2018	01/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Establish integrated stabilization services, including social services.		Project		Completed	03/01/2016	09/30/2018	03/01/2016	09/30/2018	09/30/2018	DY4 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
Milestone #2 Establish referral relationships between community treatment programs and inpatient detoxification services with development of referral protocols.	DY4 Q2	Project	N/A	Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Hospital</u>	Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Providers Associated with Completion: Adirondack Medical Center; Alice Hyde Medical Center; Canton-Potsdam Hospital; Champlain Valley Physicians H; Comm Mhc Glen Falls Mh; Elizabethtown Community Hsp; Glens Falls Hospital; Gouverneur Hospital, Inc; Moses Ludington Hospital; Nathan Littauer Hospital										
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Mental Health</u>	Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Providers Associated with Completion: Achar Naveen Md; Adirondack Medical Center; Alloy David A; Asar Mariam H; Astill-Vaccarino Joanne L Md; Astruc Manuel Md; Barry Kelly; Beasley-Irving April; Becker Warren Alan Do; Behavioral Hlth Svcs North Risp Cn; Berry Iii Ralph L; Black Erica; Broege Phyllis; Brunelle Trudy; Burke Angela Marie; Butz Jr. Robert A; Capital District Pc; Cath Fam/Com Svc Ts; Catholic Charities Rochester; Catholic Fam Comm Ser Fulton; Champlain Valley Physicians H; Cioppa Donna M; Citizen Advocates Inc; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Cohen Donna Marie; Comm Mhc Glen Falls Mh; Community Work And Independence Spt; Cotton Paul; Desantis Sandra J; Dodd Jack Edward Jr; Dorflinger Joseph Lcsw; Ellis Jami L; Essex Co Comm Ser Mh; Families First In Essex; Fisk Connie Lynn; Florio Gerard A; Fulton County Arc; Gabay Michelle; Glozman Alexandr Josifovich; Gorman Deborah; Gould Shannon L Phd; Greene Jill; Gregg Michael; Gronstedt Gary Joe; Hackert Suzanne; Harnick Robert Md; Heathcote Elizabeth; Herzog Michael; Higgins Richard Phd; Hilger Terry; Hill Catherine Rooks; Hill Harry A; Hillside Childrens Ctr; Hinsman David C Md; Homenick Michael P Phd; Hostig Kimberly; Howard Melanie Daryl; Huber-Villano Patricia; Hyon Sung; Jack Richard; Jewell Lorna Leah; Johnston Andrea; Joshua L Frank; Kennedy Tracy; King John F Md; Klim Kathleen; Knight William; Kokernot Bruce Glenn; Kolesnikov Daniel; Kowalski Donald Walter; Lakeside House Inc; Langer Bharat; Laura Beth Diamond; Leo Carol; Lexington Com Serv Inc; Lexington Community Svcs Inc; Luciani Maria; Mahood Harry Wallace Jr; Malerba Robert Fortune Ii; Marden Karen; Matima Mabatho Lucia; Mcgoldrick Robert; Mcphillips Susan Md; Menzel Charles H Md; Mha Fulton And Montgomery Co; Miller Myrna Broun; Mitchell Robert Alexander Md; Nicholson John M W Md; Nijjar Gurkirpal S Md; Nobel-Maxwell Jane; Oberg Gary David; Orsak Kathleen P Md; Papandrea Mary Ellen; Parsons Child And Family Ctr; Peters Robert Lcsw; Prell M.; Prespare Bennett Anna; Richards Alisson Leigh; Richards Kim Marie; Roldan Ernesto; Ross Leigh; Rtf Hs Of The Good Shepherd; Ruelos Emilio Md; Sadal Raju A; Saleem Muhammad Usef; Samenfeld-Specht James; Sandra L Foster; Saratoga Cnty Comm Svcs Brd; Sauer-Jones Donna Susan; Scanlan-Rathbun Nancy M; Schenkel John Lawrence Md; Shapiro Lois A; Shriver Kren K; Simor Ginger Md; Smith Bernard; Smith Karen Louise; Spire Michael; Spitalny Kenneth Charles; St Lawrence Pc; St Lawrence Pc; St Regis Mohawk Health Svcs; Symonds Beverly; Terrien Jessica; The Family Counseling Ctr; Tohtz Damon Alaric; Tomb Suzanne E Csw; Toole Nancy E Lcsw; Torregrossa Martha; United Helpers Inc; Upton Michael D Md; Valentine Edward L Md; Van Deusen Heidi Harlow; Vanscoy-Mcallister Victoria; Walton Benita Jo; Warren/Washington Mha Inc; Weidner Karen										
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Substance Abuse</u>	Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Providers Associated with Completion: 820 River Street Inc.; Belvedere Health Services Llc; Berkshire Farm Center; Can/Am Youth Services Inc.; Canton-Potsdam Hospital; Catholic Charities Rochester; Champlain Valley Fam Ctr; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Comm Mhc Glen Falls Mh; Conifer Park; Hillside Childrens Ctr; Saratoga Cnty Comm Svcs Brd; St Josephs Rehab Center Inc; St Lawrence Addiction Trt Ctr; St Regis Mohawk Health Svcs										
Task Regularly scheduled formal meetings are held to develop		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	Reporting Level	Provider Type	Status	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
collaborative care practices among community treatment programs as well as between community treatment programs and inpatient detoxification facilities.										
Task Coordinated evidence-based care protocols are in place for community withdrawal management services. Protocols include referral procedures.		Project		Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Identify all SUD treatment programs and obtain written agreements.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Identify all inpatient detox programs and obtain written agreements.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Establish a SUD provider group that includes community-based and inpatient providers that will meet regularly.		Project		Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Develop collaborative care protocols between community-based and inpatient treatment providers which include referral procedures and care coordination with the continuum of recovery and treatment supports.		Project		Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Develop evidence-based practice guidelines for community withdrawal management services.		Project		Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Implementation of referral procedures between community treatment programs and inpatient detoxification services.		Project		Completed	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 Q2
Milestone #3 Include a project medical director, board certified in addiction medicine, with training and privileges for use of buprenorphine and buprenorphine/naltrexone as well as familiarity with other withdrawal management agents.	DY2 Q4	Project	N/A	Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task PPS has designated at least one qualified and certified physician with training and privileges for use of buprenorphine/Naltrexone and other withdrawal agents.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Create job description for a medical director, must have training and privileges for use of buprenorphine/Naltrexone and other withdrawal agents.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	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
Task Post job opening.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Actively recruit for medical director.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Hold interviews for medical director position.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Offer position to qualified applicant.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Execute signed contract of employment.		Project		Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #4 Identify and link to providers approved for outpatient medication management of opioid addiction who agree to provide continued maintenance therapy and collaborate with the treatment program and care manager. These may include practices with collocated behavioral health services, opioid treatment programs or outpatient SUD clinics.	DY4 Q2	Project	N/A	Completed	07/01/2015	09/30/2018	07/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	01/01/2017	09/30/2017	01/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Practitioner - Non-Primary Care Provider (PCP)</u>	Completed	01/01/2017	09/30/2017	01/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Hospital</u>	Completed	01/01/2017	09/30/2017	01/01/2017	09/30/2017	09/30/2017	DY3 Q2
Providers Associated with Completion:										
Adirondack Medical Center; Alice Hyde Medical Center; Canton-Potsdam Hospital; Champlain Valley Physicians H; Comm Mhc Glen Falls Mh; Elizabethtown Community Hsp; Glens Falls Hospital; Gouverneur Hospital, Inc; Moses Ludington Hospital; Nathan Littauer Hospital										
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Mental Health</u>	Completed	01/01/2017	09/30/2017	01/01/2017	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
Providers Associated with Completion:										
Achar Naveen Md; Adirondack Medical Center; Alloy David A; Asar Mariam H; Astill-Vaccarino Joanne L Md; Astruc Manuel Md; Barry Kelly; Beasley-Irving April; Becker Warren Alan Do; Behavioral Hlth Svcs North Risp Cn; Berry Iii Ralph L; Black Erica; Broege Phyllis; Brunelle Trudy; Burke Angela Marie; Butz Jr. Robert A; Capital District Pc; Cath Fam/Com Svc Ts; Catholic Charities Rochester; Catholic Fam Comm Ser Fulton; Champlain Valley Physicians H; Cioppa Donna M; Citizen Advocates Inc; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Cohen Donna Marie; Comm Mhc Glen Falls Mh; Community Work And Independence Spt; Cotton Paul; Desantis Sandra J; Dodd Jack Edward Jr; Dorflinger Joseph Lcsw; Ellis Jami L; Essex Co Comm Ser Mh; Families First In Essex; Fisk Connie Lynn; Florio Gerard A; Fulton County Arc; Gabay Michelle; Glozman Alexandr Josifovich; Gorman Deborah; Gould Shannon L Phd; Greene Jill; Gregg Michael; Gronstedt Gary Joe; Hackert Suzanne; Harnick Robert Md; Heathcote Elizabeth; Herzog Michael; Higgins Richard Phd; Hilger Terry; Hill Catherine Rooks; Hill Harry A; Hillside Childrens Ctr; Hinsman David C Md; Homenick Michael P Phd; Hostig Kimberly; Howard Melanie Daryl; Huber-Villano Patricia; Hyon Sung; Jack Richard; Jewell Lorna Leah; Johnston Andrea; Joshua L Frank; Kennedy Tracy; King John F Md; Klim Kathleen; Knight William; Kokernot Bruce Glenn; Kolesnikov Daniel; Kowalski Donald Walter; Lakeside House Inc; Langer Bharat; Laura Beth Diamond; Leo Carol; Lexington Com Serv Inc; Lexington Community Svcs Inc; Luciani Maria; Mahood Harry Wallace Jr; Malerba Robert Fortune Ii; Marden Karen; Matima Mabatho Lucia; MCGoldrick Robert; McPhillips Susan Md; Menzel Charles H Md; Mha Fulton And Montgomery Co; Miller Myrna Broun; Mitchell Robert Alexander Md; Nicholson John M W Md; Nijjar Gurkirpal S Md; Nobel-Maxwell Jane; Oberg Gary David; Orsak Kathleen P Md; Papandrea Mary Ellen; Parsons Child And Family Ctr; Peters Robert Lcsw; Prell M.; Prespare Bennett Anna; Richards Alisson Leigh; Richards Kim Marie; Roldan Ernesto; Ross Leigh; Rtf Hs Of The Good Shepherd; Ruelos Emilio Md; Sadal Raju A; Saleem Muhammad Usef; Samenfeld-Specht James; Sandra L Foster; Saratoga Cnty Comm Svcs Brd; Sauer-Jones Donna Susan; Scanlan-Rathbun Nancy M; Schenkel John Lawrence Md; Shapiro Lois A; Shriver Kren K; Simor Ginger Md; Smith Bernard; Smith Karen Louise; Spire Michael; Spitalny Kenneth Charles; St Lawrence Pc; St Lawrence Pc; St Regis Mohawk Health Svcs; Symonds Beverly; Terrien Jessica; The Family Counseling Ctr; Tohtz Damon Alaric; Tomb Suzanne E Csw; Toole Nancy E Lcsw; Torregrossa Martha; United Helpers Inc; Upton Michael D Md; Valentine Edward L Md; Van Deusen Heidi Harlow; Vanscoy-Mcallister Victoria; Walton Benita Jo; Warren/Washington Mha Inc; Weidner Karen										
Task PPS has established relationships between inpatient detoxification services and community treatment programs that have the capacity to provide withdrawal management services to target patients.		Provider	<u>Substance Abuse</u>	Completed	01/01/2017	09/30/2017	01/01/2017	09/30/2017	09/30/2017	DY3 Q2
Providers Associated with Completion:										
820 River Street Inc.; Belvedere Health Services Llc; Berkshire Farm Center; Can/Am Youth Services Inc.; Canton-Potsdam Hospital; Catholic Charities Rochester; Champlain Valley Fam Ctr; Citizen Advocates,Inc; Clinton Cnty Comm Svcs Board; Comm Mhc Glen Falls Mh; Conifer Park; Hillside Childrens Ctr; Saratoga Cnty Comm Svcs Brd; St Josephs Rehab Center Inc; St Lawrence Addiction Trt Ctr; St Regis Mohawk Health Svcs										
Task Develop and maintain a complete list of SUD providers approved for outpatient medication management of opioid addiction, including community-based and inpatient.		Project		Completed	07/01/2015	09/30/2016	07/01/2015	09/30/2016	09/30/2016	DY2 Q2
Task Identify which providers of SUD services are willing to work collaboratively with care managers as well as continued maintenance therapy.		Project		Completed	07/01/2015	09/30/2018	07/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Obtain written agreements of collaborative service approach.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Develop a referral procedure for these SUD providers.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Milestone #5 Develop community-based withdrawal management (ambulatory detoxification) protocols based upon evidence based best practices and staff training.	DY2 Q4	Project	N/A	Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Coordinated evidence-based care protocols are in place for community withdrawal management services.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task		Project		Completed	09/30/2016	03/31/2017	09/30/2016	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
Staff are trained on community-based withdrawal management protocols and care coordination procedures.										
Task Develop evidence-based care protocols for coordinated ambulatory detox from alcohol, opiates, and sedatives. Protocols should include acute care processes, referral processes with community partners		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish policies and procedures for how frequently updates to care protocols must be done.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop implementation plan across the region.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Train staff on ambulatory detox care protocols, must provide written training materials with a plan of continuing education.		Project		Completed	09/30/2016	03/31/2017	09/30/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #6 Develop care management services within the SUD treatment program.	DY4 Q2	Project	N/A	Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Coordinated evidence-based care protocols are in place for care management services within SUD treatment program.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Staff are trained to provide care management services within SUD treatment program.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Develop formal referral and care coordination agreements with continuum of recovery and treatment supports, working with existing HHs in PPS.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Develop evidence-based care protocols for care management within SUD treatment program.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Develop implementation plan across the region.		Project		Completed	10/01/2015	09/30/2018	10/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Train staff on care management services, must provide written training materials.		Project		Completed	01/01/2016	09/30/2018	01/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Care managers have the knowledge to identify community support resources for patients with the SUD treatment program.		Project		Completed	01/01/2016	09/30/2018	01/01/2016	09/30/2018	09/30/2018	DY4 Q2
Milestone #7 Form agreements with the Medicaid Managed Care organizations	DY4 Q2	Project	N/A	Completed	09/01/2015	09/30/2018	09/01/2015	09/30/2018	09/30/2018	DY4 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
servicing the 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	09/01/2015	09/30/2018	09/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Identify all MCOs in the PPS.		Project		Completed	09/01/2015	03/31/2016	09/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Schedule meetings with MCOs.		Project		Completed	03/01/2016	09/30/2018	03/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Engage in payment negotiation with MCOs to get ambulatory detox services covered.		Project		Completed	06/01/2016	09/30/2018	06/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Execute MOUs with MCOs.		Project		Completed	06/01/2016	09/30/2018	06/01/2016	09/30/2018	09/30/2018	DY4 Q2
Milestone #8 Use EHRs or other technical platforms to track all patients engaged in this project.	DY2 Q4	Project	N/A	Completed	06/01/2016	03/31/2017	06/01/2016	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	06/01/2016	06/20/2016	06/01/2016	06/20/2016	06/30/2016	DY2 Q1
Task Translate actively engaged definition into operational terms – incorporate any changes provided by DOH in anticipated revision of the actively engaged definition.		Project		Completed	06/01/2016	06/20/2016	06/01/2016	06/20/2016	06/30/2016	DY2 Q1
Task Identify targeted patient population.		Project		Completed	06/01/2016	09/14/2016	06/01/2016	09/14/2016	09/30/2016	DY2 Q2
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner EHRs, PHM platform(s), others.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2.a.ii team and IT & Data Sharing Committee as needed.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Create resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.		Project		Completed	06/01/2016	03/31/2017	06/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task		Project		Completed	08/09/2016	03/31/2017	08/09/2016	03/31/2017	03/31/2017	DY2 Q4



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Provide training as needed to ensure all staff implement the tracking procedures consistently.										
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.		Project		Completed	08/09/2016	03/31/2017	08/09/2016	03/31/2017	03/31/2017	DY2 Q4

Prescribed Milestones Current File Uploads

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

Prescribed Milestones Narrative Text

Milestone Name	Narrative Text
Develop community-based addiction treatment programs that include outpatient SUD sites with PCP integrated teams, and stabilization services including social services.	
Establish referral relationships between community treatment programs and inpatient detoxification services with development of referral protocols.	
Include a project medical director, board certified in addiction medicine, with training and privileges for use of buprenorphine and buprenorphine/naltrexone as well as familiarity with other withdrawal management agents.	
Identify and link to providers approved for outpatient medication management of opioid addiction who agree to provide continued maintenance therapy and collaborate with the treatment program and care manager. These may include practices with collocated behavioral health services, opioid treatment programs or outpatient SUD clinics.	
Develop community-based withdrawal management (ambulatory detoxification) protocols based upon evidence based best practices and staff training.	
Develop care management services within the SUD treatment program.	
Form agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.	



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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.	

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	



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✓ IPQR Module 3.a.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 The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications.								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	
Mid-Point Assessment	



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

Instructions :



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Project 3.g.i – Integration of palliative care into the PCMH Model

✓ IPQR Module 3.g.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.

Risk 1: Lack of qualified/credentialed professionals with palliative care knowledge and expertise.
Potential impact to the timeline: Lack of providers means an inability to execute new and additional services in the palliative care arena.
Mitigation strategy: Lack of providers means an inability to execute new and additional services in the palliative care arena.

Risk 2: Historically palliative care services have not been utilized, are utilized infrequently, or not utilized as early on in a patient's case to increase the positive effects.
Potential impact to the timeline: Lack of knowledge around palliative care in general could slow down referrals and delay the timeline.
Mitigation strategy: Increase provider, patient, and community knowledge base around palliative care services.

Risk 3: Cost effectiveness of palliative care.
Potential impact to the timeline: Ensuring MCO's will pay for services may take negotiation of reimbursements and slow down getting patients into care.
Mitigation strategy: Work with evaluators to develop a statistical model for demonstrating outcomes of palliative care projects and prove cost effectiveness of care.

Risk 4: Smaller practices lack patient volume and resources to hire dedicated staff to support palliative care.
Potential impact to the timeline: Under-resourced providers will be reluctant to provide palliative care as it will put additional strain on the practice, thus reducing the number of patients able to benefit from this service.
Mitigation strategy: Potentially having central palliative care staff that can support multiple small practices would reduce the cost and burden.

Risk 5: Partners have not entered into contractual agreements with the AHI PPS.
Potential impact to the timeline: Contracts not being in place generates a lack of incentive for partner participation and may also impact timing for completion of milestones.
Mitigation strategy: Determine a contracting timeline to prioritize Master Participation Agreements and project specific Schedule A2's. This will allow for expedited partner engagement and flow of funds.

Risk 6: Meeting the revised actively engaged (AE) targets set forth by DOH (per the Patient Engagement Discount Report, March 2016) by way of the Palliative Care Outcome Scale (POS) tool.
Potential impact to the timeline: Aggressive timeline for implementation of the POS and lack of education on how to use the tool will be a short-term risk for the first reporting period (July 1 – September 30.)
Mitigation Strategy: Provide training for members of the PCP team on the POS assessment tool in order to meet AE targets beginning the second reporting period.



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✔ IPQR Module 3.g.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	4,052

	Year,Quarter	DY4,Q1	DY4,Q2	DY4,Q3	DY4,Q4
PPS Reported	Baseline Commitment	1,007	2,026	3,040	4,052
	Quarterly Update	0	3,317	0	6,775
	Percent(%) of Commitment	0.00%	163.72%	0.00%	167.20%
IA Approved	Quarterly Update	0	3,314	0	6,716
	Percent(%) of Commitment	0.00%	163.57%	0.00%	165.75%

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
tazein	Report(s)	23_DY4Q4_PROJ3gi_MDL3gi2_PES_RPT_3gi_AE_Patient_Submission_DY4Q4_24407.xlsx	AHI submission of "Actively Engaged/Patient Engagement Reporting for DY4Q4 " - Project 3.g.i	04/10/2019 03:55 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.g.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 Integrate Palliative Care into appropriate participating PCPs that have, or will have, achieved NCQA PCMH and/or APCM certification.	DY4 Q2	Project	N/A	Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task PPS has identified primary care providers integrating palliative care services into their practice model. Primary care practices using PCMH and/or APCM have been included. The PPS has received agreement from those eligible PCPs not PCMH and/or APCM certified to become certified to at least Level 1 of the 2014 NCQA PCMH and/or APCM by Demonstration Year 3.		Provider	<u>Practitioner - Primary Care Provider (PCP)</u>	Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Providers Associated with Completion:										
Abrams Amanda Mary; Adams Michael Edward Md; Adams Robin E; Anderson Glen E; Anwer Naima; Bachman Paul Md; Baker-Porazinski Jennifer Md; Barth Suzanne J; Bartos Elizabeth Ann Md; Beaty Robert H Md; Beiras Darci; Bell Michael Md; Bergin Suzanne; Berrick Robert J; Blood Suzanne Marie Md; Borgos William M; Brandis Robert A Md; Bruce Karen P; Buckley Jacquelyn Anne Rpa; Budnikas Arunas A Md; Busch Harriet Phyllis Md; Caputo Pasqualino; Carstens Jan Synakowski Md; Celotti Michael J Do; Cerklewich Nicole; Chapman Glen D Md; Clark Melanie C; Clark Melissa Gail; Colt-Connaway Shannon J; Corey Anne Craig Md; Darrow Carla M; Day W Marvin Rpa; De Federicis Margarita Rosa; Decunzo Jacqueline Ford; Delsignore Catherine Anne; Demuro Rob; Detore Joanne Rpa; Devlin Kerin M; Donovan Jennifer Lynn; Doyle Mark Matthew; Earley Alicia; Evens Shannon T; Fish Ruth E; Flatau Irene Ruth Md; Fotidar Akhilesh Md; Fuller Michael Wesley; Gabler James O; Gallagher Kevin Andrew Md; Gara Philip Joseph Jr Md; Gates Laurie A; Gregory Ann M Np; Guile Alison Joanne Md; Hanafi Walid; Harrington Charlene B Rpa; Heywood Ann Jacqueline; Hopper James P Rpa; Horowitz Lawrence M Do; Howell Sarah Lynn; Hoy Christopher Dion Md; Hyson Christophe; Jacques Yamilee Aparecida; Kandora Thomas Francis Md; Kay Christina; Keil Lynn M; Kilayko Mary Clarisse L; Kimball Sean Lewis Md; Klausner Eric G Md; Lapham Paula M; Larson Daniel C Md; Latreille William R Jr Md; Lauzon Kathleen C; Leffler Stephanie; Leonard Kyle; Lindman Harry David Md; Lusignan Pamela F; Mccahill Woods Jr Md; McClure Marilyn Prichard; Mckeever Richard Nelson Md; Mcneil Carrie Lynn; Mctiernan Eugene James Md; Messitt Christopher Thomas Md; Miller Scott C; Narala Karuna Md; North James Michael Md; O'Brien Richard Lee Do; Pangia Kathleen; Papura William A Md; Parker William; Peff Peter Joseph; Pender Matthew C Md; Perreault Paul Roland Md; Pesses David R Md; Politi Anthony Md; Portuese Thomas; Potter Doreen L Rpa; Quinn Colleen M Md; Racine Maurice A Md; Reynolds Derek John; Rizzo Laura Ann; Rosenthal Laurel M; Rubenstein Barney Md; Rugge John K Jr Md; Runkel Gregory W Md; Sadal Raju A; Salerno Sheryl L; Sanchez Williams Myrna Angiol; Sandhu Jujhar Kaur; Sauer-Jones Kate Janette; Sawyer John A Md; Sheridan Wilhelmina Marie; Shnaidman Clare; Silverberg Howard E Md; Slingerland David; Smead Bryan Md; Socolof Elias Andrew Md; Solby Richard Adam Md; Solomon Joel Md; Sooriabalan Danushan; Spinelli Eileen Benassi Np; Stefanovich Stefan John Jr; Stevens Noelle M; Stratton Jennifer Lynn; Sunkara Maruthi M Md; Tagliagambe Mario Francis Jr; Thomas Gordon M Md; Tucker Tiffany M; Ultee Reinier Frank Md; Vacek James John Md; Valenza Julie R; Viola Tracey A; Watson Ashley Lynn; Way Daniel Gregory; Westad Frank H; Williams Elaine M										
Task Identify Palliative Care Project Champion (clinical leader)		Project		Completed	07/01/2015	09/30/2015	07/01/2015	09/30/2015	09/30/2015	DY1 Q2
Task Ensure all primary care providers taking part in Project 3.g.i are also actively participating in Project 2.a.ii; Coordinate with Project 2.a.ii team to monitor progress.		Project		Completed	07/01/2015	03/31/2016	07/01/2015	03/31/2016	03/31/2016	DY1 Q4
Task Obtain signed agreements from primary care providers/practices demonstrating commitment to achieve at least Level 1 of the		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 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
2014 NCQA PCMH and/or APCM by Demonstration Year 3.										
Milestone #2 Develop partnerships with community and provider resources including Hospice to bring the palliative care supports and services into the practice.	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 developed partnerships with community and provider resources including Hospice to bring the palliative care supports and services into the PCP practice.		Project		Completed	07/01/2015	06/30/2016	07/01/2015	06/30/2016	06/30/2016	DY2 Q1
Task Identify existing community and provider resources and define scope of services / support that they can provide.		Project		Completed	01/01/2016	12/31/2016	01/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task Identify gaps in community & provider resources necessary to bring palliative services into the practice; acquire or develop additional resources as needed.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone #3 Develop and adopt clinical guidelines agreed to by all partners including services and eligibility.	DY2 Q4	Project	N/A	Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task PPS has developed/adopted clinical guidelines agreed to by all partners including services and eligibility, that include implementation, where appropriate, of the DOH-5003 Medical Orders for Life Sustaining Treatment (MOLST) form. PPS has trained staff addressing role-appropriate competence in palliative care skills.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task In coordination with the PPS Clinical Quality Committee, gather existing clinical guidelines and policies/procedures for palliative care eligibility and services. Include guidelines currently in use with PPS partners, and research best practices. Include a protocol to screen patients for appropriate implementation of the DOH 5003 MOLST form.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Project Team reviews info obtained in step 1, and develops PPS-wide eligibility and services guidelines, makes recommendation to Clinical Quality Committee for adoption.		Project		Completed	01/01/2016	06/30/2016	01/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Clinical Quality Committee adopts eligibility and services guidelines.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	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
Identify process and quality measures to track in conjunction with the guidelines / protocols that are adopted.										
Task Develop timeline for adoption across the region, including time commitments from participating organizations to roll out protocols and timeline for integrating measurements into quality/IT systems.		Project		Completed	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Milestone #4 Engage staff in trainings to increase role-appropriate competence in palliative care skills and protocols developed by the PPS.	DY2 Q4	Project	N/A	Completed	03/31/2016	03/31/2017	03/31/2016	03/31/2017	03/31/2017	DY2 Q4
Task Staff has received appropriate palliative care skills training, including training on PPS care protocols.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task In conjunction with Workforce Committee, assess workforce current knowledge of palliative care practices to identify specific training needs.		Project		Completed	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Develop the tools / resources needed to support dissemination of guidelines & protocols, including summaries, flowcharts, memos, slides, and other communication tools. Acquire or develop any additional content for the training needs identified in task #2.		Project		Completed	04/01/2016	10/01/2016	04/01/2016	10/01/2016	12/31/2016	DY2 Q3
Task Develop Palliative Care training plan, in conjunction with workforce committee. Plan must include materials to be utilized, dates of training occurrences and the number of employees who will be trained.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Establish method to track palliative care training, dissemination of palliative care guidelines and protocols, and to monitor adherence to such protocols.		Project		Completed	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Provide training, maintain documentation, determine plan for on-going training needs.		Project		Completed	10/01/2016	12/31/2016	10/01/2016	12/31/2016	12/31/2016	DY2 Q3
Milestone #5 Engage with Medicaid Managed Care to address coverage of services.	DY4 Q2	Project	N/A	Completed	01/01/2016	09/30/2018	01/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task PPS has established agreements with MCOs that address the coverage of palliative care supports and services.		Project		Completed	07/01/2017	09/30/2018	07/01/2017	09/30/2018	09/30/2018	DY4 Q2
Task		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 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
Identify all MCOs in the PPS.										
Task Schedule meetings with MCOs.		Project		Completed	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Negotiate with MCOs to get palliative care supports and services covered.		Project		Completed	06/30/2016	09/30/2018	06/30/2016	09/30/2018	09/30/2018	DY4 Q2
Task Finalize agreements with MCOs for coverage of palliative care supports and services.		Project		Completed	07/01/2017	09/30/2018	07/01/2017	09/30/2018	09/30/2018	DY4 Q2
Milestone #6 Use EHRs or other IT platforms to track all patients engaged in this project.	DY2 Q4	Project	N/A	Completed	07/01/2016	03/31/2017	07/01/2016	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	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1
Task Translate actively engaged definition into operational terms – incorporate any changes provided by DOH in anticipated revision of the actively engaged definition.		Project		Completed	03/31/2016	06/30/2016	03/31/2016	06/30/2016	06/30/2016	DY2 Q1
Task Determine which technical platform(s) are appropriate to use for tracking purposes (coordinate with HIT Workgroup and/or the IT & Data Sharing Committee). Options may include partner EHRs, PHM platform(s), others.		Project		Completed	01/01/2016	03/31/2016	01/01/2016	03/31/2016	03/31/2016	DY1 Q4
Task Determine need for modifications to existing information systems & work with vendors to implement changes. Coordinate with Project 2.a.ii team and IT & Data Sharing Committee as needed.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Create flowchart and other resources, illustrating all steps in tracking process, including persons responsible for each piece of data gathering and documentation.		Project		Completed	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task Provide training as needed to ensure all staff implement the tracking procedures consistently.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Establish mechanism to monitor the quality of the results obtained through the tracking process; provide additional training/remediation as needed.		Project		Completed	07/01/2016	09/30/2016	07/01/2016	09/30/2016	09/30/2016	DY2 Q2



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Adirondack Health Institute, Inc. (PPS ID:23)

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
Integrate Palliative Care into appropriate participating PCPs that have, or will have, achieved NCQA PCMH and/or APCM certification.	
Develop partnerships with community and provider resources including Hospice to bring the palliative care supports and services into the practice.	
Develop and adopt clinical guidelines agreed to by all partners including services and eligibility.	
Engage staff in trainings to increase role-appropriate competence in palliative care skills and protocols developed by the PPS.	
Engage with Medicaid Managed Care to address coverage of services.	
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 & Complete	
Milestone #2	Pass & Complete	
Milestone #3	Pass & Complete	
Milestone #4	Pass & Complete	
Milestone #5	Fail	
Milestone #6	Pass & Complete	



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✓ IPQR Module 3.g.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 The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	Completed	The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	04/01/2015	09/30/2017	04/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	Completed	AHI PPS disseminates information on current status of regulatory relief; Regulatory Relief Webinar is provided to educate partners on the initial AHI PPS Regulatory Relief application and NYS response.	04/01/2015	12/31/2015	04/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	Completed	If needed, Project Team revises model/work plan to be in accordance with existing regulations. For example, if a waiver was anticipated during the design phase but was not granted, modifications will need to be made to the plan. Regulatory barriers that present a major risk to project success are noted in "risks and mitigation", and are raised to the appropriate PPS Governing bodies.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task Project Team identifies any additional regulatory barriers to project implementation.	Completed	Project Team identifies any additional regulatory barriers to project implementation.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	Completed	AHI PPS submits additional regulatory waiver requests to NYS DOH as needed, in accordance with DOH requirements/timeline for such submissions.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	Completed	PPS Partners/Providers complete organization-specific waiver applications as required by NYS DOH. The PPS PMO notifies Partners of due dates and processes, and assists Partners in	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 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
resolving any barriers to successful submission of their applications.								
Task PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	Completed	PPS Regional Compliance Committee tracks the PPS Regulatory Relief Waiver process and status.	07/01/2015	09/30/2017	07/01/2015	09/30/2017	09/30/2017	DY3 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
The AHI PPS, and the PPS Partners/Providers obtain regulatory waivers, if necessary to implement the plan.	
Mid-Point Assessment	



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

Instructions :



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Adirondack Health Institute, Inc. (PPS ID:23)

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.

The ability to strengthen the mental health and substance abuse system will require collaborative efforts with traditional and non-traditional providers to promote mental, emotional, and behavioral wellbeing. The AHI PPS faces a number of challenges with building an effective infrastructure. The challenges include:

- The AHI PPS covers a wide geography of nine counties and 11,000 square miles. A wide service area makes it difficult to provide trainings, especially if people have to travel multiple hours to attend a training session, which could reduce the number of individuals getting trained.
- Stereotypes, stigmas, and labels created by society and often the subject and/or story line of television drama often create feelings of embarrassment, unfair judgement, and whether real or perceived, unfair treatment. The result of a person with this type of response is the less active engagement in the care system.
- The time involved to develop and employ an appropriate method for handling data could prevent the PPS from meeting project deliverables according to plan.
- The time involved in developing training curriculum could have an impact on the speed at which trainers begin reach into the community.
- Attracting busy professionals already stretched by multiple priorities could prevent the PPS from implementing and executing the goals of the project.

AHI will mitigate the above challenges by:

- Strategically placing trainers throughout the PPS so more training can be offered in the areas the people needing to be trained live and work.
- Providing a safe training environment and practice use examples for how using informed approaches can improve a provider's work with patients this risk should be reduced.
- Accessing a data analyst and an evaluation manager to assist in creating the most effective model and process for collecting and distributing data.
- Using existing trainings and consultation with subject matter experts for curriculum design should provide a more streamlined approach and assist in getting trainers prepped and into the community sooner. Staggering the offerings of trainings will also allow for one curriculum to be delivered while another is being developed.
- Using DSRIP funding to incentivize or offset cost to the agency sending staff to training.



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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 promotion and MEB disorder prevention partnerships.	Completed	Partnerships	04/01/2015	09/30/2018	04/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Identify partners/organizations/agencies to be involved in a PPS wide (regional) MEB coalition.	Completed	This task is complete.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Task Form a PPS wide (regional) MEB coalition.	Completed	This group has formed and has met.	04/01/2015	06/30/2015	04/01/2015	06/30/2015	06/30/2015	DY1 Q1
Task Write a mission statement for the PPS wide (regional)MEB coalition.	Completed	Write	11/30/2015	12/29/2015	11/30/2015	12/29/2015	12/31/2015	DY1 Q3
Task Hold quarterly PPS wide (regional) MEB coalition meetings.	Completed	Meet	04/01/2015	03/28/2016	04/01/2015	03/28/2016	03/31/2016	DY1 Q4
Task Form PPS sub region work groups that include key representatives from governmental agencies, healthcare, CBOs, and schools.	Completed	Sub region form	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task PPS sub region work groups to identify which training programs need to be executed based on the Community Needs Assessment data.	Completed	ID trainings	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Milestone Obtain evidence-based MEB promotion and prevention resources.	Completed	Resources	04/01/2015	09/30/2018	04/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Identify all MEB trainings that need to be offered.	Completed	ID trainings	04/01/2015	12/31/2016	04/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Research evidence-based models.	Completed	Research	10/01/2015	12/31/2016	10/01/2015	12/31/2016	12/31/2016	DY2 Q3
Task Purchase new evidence-based training materials as needed.	Completed	Purchase	04/01/2016	12/31/2016	04/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task	Completed	Use current	07/01/2016	09/30/2018	07/01/2016	09/30/2018	09/30/2018	DY4 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
Utilize current evidence-based models as appropriate.								
Milestone Have an MEB integration plan.	Completed	Plan	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task The PPS wide MEB coalition will draft an integration plan that includes incorporating SEDL, trauma informed care, poverty constructs, and cross training for providers.	Completed	Write	07/01/2016	03/31/2017	07/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task PPS sub region work groups will review the draft integration plan and provide feedback to include additions, revisions, or deletions to draft.	Completed	Review	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task The PPS wide MEB coalition will review feedback from the sub region work groups and make changes to the integration plan draft if needed.	Completed	Edit from feedback	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task If needed a revised version of the integration plan will be reviewed by the sub region work groups for approval.	Completed	Review for approval	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Task Once approval is given by the sub region work groups the PPS wide MEB coalition will finalize and distribute the MEB integration plan to the sub region project teams for use.	Completed	Distribute	04/01/2016	06/30/2017	04/01/2016	06/30/2017	06/30/2017	DY3 Q1
Milestone Provide MEB health promotion and disorder prevention trainings.	Completed	Deliver	04/01/2015	09/30/2018	04/01/2015	09/30/2018	09/30/2018	DY4 Q2
Task Identify locations/organizations/groups who need to be trained.	Completed	Identify need	04/01/2016	09/30/2016	04/01/2016	09/30/2016	09/30/2016	DY2 Q2
Task Write job description for staff members to be hired.	Completed	Jobs	04/01/2015	12/29/2015	04/01/2015	12/29/2015	12/31/2015	DY1 Q3
Task Hire staff in local regions who can execute trainings.	Completed	Hire	04/01/2016	12/31/2016	04/01/2016	12/31/2016	12/31/2016	DY2 Q3
Task MEB coalition will to oversee the coordination and delivery of offered trainings/curriculums to a broad	Completed	Oversight	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 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
audience (school age to professional, if appropriate) based on sub regions needs.								
Task Integrate evidence-based "kernels of knowledge" into training of health professionals so they acknowledge and reinforce desirable behaviors.	Completed	Kernels	10/01/2016	09/30/2018	10/01/2016	09/30/2018	09/30/2018	DY4 Q2
Milestone Share data and information on MEB health promotion and MEB disorder prevention and treatment.	Completed	Data	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Measure local data on MEB well-being and MEB disorder prevention.	Completed	Measure	04/01/2016	09/30/2018	04/01/2016	09/30/2018	09/30/2018	DY4 Q2
Task Make available local and state data on MEB well-being and MEB disorder prevention.	Completed	Share	04/01/2017	09/30/2018	04/01/2017	09/30/2018	09/30/2018	DY4 Q2
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
Participate in MEB health promotion and MEB disorder prevention partnerships.	
Obtain evidence-based MEB promotion and prevention resources.	
Have an MEB integration plan.	
Provide MEB health promotion and disorder prevention trainings.	
Share data and information on MEB health promotion and MEB disorder prevention and treatment.	
Mid-Point Assessment	



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Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



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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.

Training primary care physicians on the guidelines that are developed and adopted. Physicians' time is at a premium and challenges to find time to attend trainings.
Training of mid-level staff on spirometry and an action plan for COPD.
Mitigation 1
Gaining organizational support by medical leadership to deliver trainings to physicians on adopting and implementing the guidelines
Working with workforce manager and regional teams to train staff and find a trainer.
Risk 2
Management of COPD patients in rural areas with telehealth to keep readmission rates lower. Getting patients set up with telehealth (monitoring of COPD symptoms) in rural areas can be costly and exhausting of smaller home care agencies who do not have the infrastructure.
Mitigation 2
Using telehealth program and larger home agencies to purchase appropriate equipment and/or to sub-contract appropriate telehealth/monitoring services
Risk 3
Getting physicians, home care agencies and skilled nursing facilities to be engaged in the project. Regionally, COPD rates exceed state rates and it will be important to get providers to support this project with a plan for sustainability.
Mitigation 3
Recruiting a physician champion who is utilizing the GOLD standards and has success proven success with lowered COPD readmission rates will be important for this project.
Working with providers in the PCMH project
Risk 4
Contracting agreements (Master Participation Agreement and Schedule A2s) among providers in the IDS.
Mitigation 4
PPS Finance Committee has determined a methodology for Engagement Funds II Distribution to PPS Partners. AHI PPS will determine a Contracting timeline to prioritize Master Participation Agreements, and Project Specific Schedule A2s.



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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 1. Print media campaign is finalized to build public awareness about COPD prevention and programs	Completed	finalize print media campaign	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task 1. Coordinate with partners about messaging A. Ads to target persons with, or at risk for COPD, as well as their family members, providers and caregivers. B. Ads to promote COPD resources.	Completed	Coordinate with partners to target at risk populations and promote resources	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 2. Contract with an advertising firm to create ads	Completed	create ads	01/01/2017	03/31/2017	01/01/2017	03/31/2017	03/31/2017	DY2 Q4
Task 3. Place ads in local media outlets throughout PPS region.	Completed	place ads	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task 4. Re-evaluate media campaign to decide if different messaging or target population needs to be reached	Completed	re-evaluate media campaign	01/01/2017	03/31/2018	01/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone 2. Care teams are fully staffed/trained and have the necessary patient education tools/materials in place	Completed	care teams fully staffed/trained	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 1. Develop a training program for care managers that includes evidence based guidelines, management of COPD and preventative measures.	Completed	develop training program	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 2. Develop a guide for COPD resources that includes referrals to educational programs, NYS Smokers Quitline information, as well as the local tobacco cessation programs, and pulmonary	Completed	develop resource guide for COPD	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 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
fitness programs.								
Task 3. Care managers are hired where needed in Primary Care settings to address COPD patients and needs in the community, utilizing Health Home Care Managers when appropriate.	Completed	care managers available at PCP sites	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone 3. Home monitoring equipment is acquired and fully deployed	Completed	acquire and deploy home monitoring equipment	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task 1. Purchase appropriate home monitoring equipment for COPD patients.	Completed	purchase appropriate equipment	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task 2. Train care managers and providers on home monitoring equipment.	Completed	train care managers and providers	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task 3. Patient education on monitoring equipment and signed usage agreements in place.	Completed	train patients and get agreements for use	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task 4. Tracking system for home monitoring equipment	Completed	equipment tracking system	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone 4. Adoption of Primary care evidence-based diagnosis and treatment guidelines for COPD	Completed	diagnosis and treatment guidelines	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. Develop a COPD best practice provider group through the Medical Home Initiatives in PPS.	Completed	develop a best practice provider group	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 2. Hold meetings to discuss COPD evidence-based guidelines	Completed	meetings to discuss evidence based guidelines	10/28/2015	03/31/2016	10/28/2015	03/31/2016	03/31/2016	DY1 Q4
Task 3. Adoption of regional guidelines to include early diagnosis and use of prevention for COPD	Completed	adopt regional guidelines	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 4. Implementation of evidence-based diagnosis and treatment guidelines in primary care settings.	Completed	Implement diagnosis and treatment guidelines	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone 5. Embedded clinical decision supports for evidence-based care are in place in EHR's/or population health management tools as applicable, all practices	Completed	clinical decision supports in place	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 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. Care managers are equipped with tablets or other mobile technologies to access EHR's when covering patients in rural regions.	Completed	care managers equipped with mobile devices	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 2. Adoption of EHR's to provide functionality and clinical decision support tools as well as provide patient reminders for preventative follow-up care.	Completed	EHR's for functionality	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 3. Coordinate with HIT Workgroup and project 2.a. ii to ensure EHR's meet RHIO's HIE and SHIN-NY requirements.	Completed	coordinate with HIT and 2.a.ii	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 4. Train staff on EHRs	Completed	train staff on EHR's	05/13/2016	03/31/2017	05/13/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone 6. Adoption by skilled nursing facilities of evidence-based diagnosis and treatment guidelines for COPD	Completed	skilled nursing facilities adopt guidelines	10/01/2015	03/31/2017	10/01/2015	03/31/2017	03/31/2017	DY2 Q4
Task 1. develop a COPD coalition with staff at skilled nursing facilities	Completed	COPD coalition with skilled nursing facilities	10/28/2015	12/31/2015	10/28/2015	12/31/2015	12/31/2015	DY1 Q3
Task 2. Hold meetings to discuss COPD evidence-based guidelines for COPD.	Completed	hold meetings to discuss COPD evidence-based guidelines	12/14/2015	03/31/2016	12/14/2015	03/31/2016	03/31/2016	DY1 Q4
Task 3. Adoption of regional evidence-based guidelines for COPD	Completed	regional guidelines adopted	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 4. Implementation of evidence-based diagnosis and treatment guidelines into skilled nursing facilities.	Completed	implement guidelines into skilled nursing facilities	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone 7. Supportive resources are established or enhanced	Completed	establish or enhance supportive resources	04/01/2016	03/31/2018	04/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task 1. Develop a COPD hotline.	Completed	COPD hotline	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task 2. Develop peer-run/lead supports for groups with COPD	Completed	peer-run support groups	04/01/2017	06/30/2017	04/01/2017	06/30/2017	06/30/2017	DY3 Q1
Task	Completed	develop educational program	04/01/2016	03/31/2017	04/01/2016	03/31/2017	03/31/2017	DY2 Q4



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

DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
3. Educational program is developed for patients and families with COPD								
Task 4. Hire an educator to lead primary and secondary prevention activities across the region.	Completed	hire educator to lead prevention activities	10/01/2016	03/31/2017	10/01/2016	03/31/2017	03/31/2017	DY2 Q4
Milestone 8. All primary sites are equipped with adequate spirometry testing	Completed	adequate spirometry testing	10/01/2015	09/30/2017	10/01/2015	09/30/2017	09/30/2017	DY3 Q2
Task 1. List of primary sites and evaluation of spirometry equipment as needed	Completed	evaluate spirometry equipment	10/01/2015	12/31/2015	10/01/2015	12/31/2015	12/31/2015	DY1 Q3
Task 2. Purchase spirometry equipment for sites	Completed	purchase equipment	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task 3. Form an agreement these sites will use spirometry equipment	Completed	agreement formulated for equipment use	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task 4. Develop a policy and procedure on spirometry testing	Completed	develop policy and procedure on spirometry testing	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Task 5. Train appropriate staff on equipment policy and procedure.	Completed	train staff on equipment policy and procedure	07/01/2017	09/30/2017	07/01/2017	09/30/2017	09/30/2017	DY3 Q2
Milestone 9. Opportunity to bring additional COPD services to more patients of the Adirondack Region	Completed	additional services	01/01/2016	03/31/2018	01/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task 1. Identify tele-health program opportunities for selected COPD patients.	Completed	tele-health for COPD	01/01/2016	03/31/2017	01/01/2016	03/31/2017	03/31/2017	DY2 Q4
Task 2. Deployment of mobile primary care units to address transportation and geographic barriers. A. Certificate of Need will be obtained B. Mobile Units will be staffed C. Mobile units will be trained	Completed	train mobile units, obtain certificate of need	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone 10. Current pulmonary fitness programs expanded or developed in PPS	Completed	assess, develop and expand current pulmonary fitness programs.	07/01/2016	03/31/2018	07/01/2016	03/31/2018	03/31/2018	DY3 Q4
Task 1. Identify, list and evaluate current pulmonary fitness programs in PPS	Completed	identify, list and evaluate current pulmonary fitness programs	07/01/2016	12/30/2016	07/01/2016	12/30/2016	12/31/2016	DY2 Q3
Task	Completed	identify lacking pulmonary fitness programs	07/01/2016	12/30/2016	07/01/2016	12/30/2016	12/31/2016	DY2 Q3



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Delivery System Reform Incentive Payment Project
DSRIP Implementation Plan Project**

Adirondack Health Institute, Inc. (PPS ID:23)

Milestone/Task Name	Status	Description	Original Start Date	Original End Date	Start Date	End Date	Quarter End Date	DSRIP Reporting Year and Quarter
2. Identify areas in PPS lacking pulmonary fitness programs.								
Task 3. Develop pulmonary fitness programs where the need has been identified	Completed	develop programs where needed	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Task 4. Referral mechanism for patients with COPD to pulmonary fitness programs	Completed	referral mechanism for COPD patients	07/01/2017	03/31/2018	07/01/2017	03/31/2018	03/31/2018	DY3 Q4
Milestone Mid-Point Assessment	Completed	Mid-Point Assessment Narrative	04/01/2016	06/30/2016	04/01/2016	06/30/2016	06/30/2016	DY2 Q1

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
1. Print media campaign is finalized to build public awareness about COPD prevention and programs	
2. Care teams are fully staffed/trained and have the necessary patient education tools/materials in place	
3. Home monitoring equipment is acquired and fully deployed	
4. Adoption of Primary care evidence-based diagnosis and treatment guidelines for COPD	
5. Embedded clinical decision supports for evidence-based care are in place in EHR's/or population health management tools as applicable, all practices	
6. Adoption by skilled nursing facilities of evidence-based diagnosis and treatment guidelines for COPD	
7. Supportive resources are established or enhanced	
8. All primary sites are equipped with adequate spirometry testing	



**New York State Department Of Health
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DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

PPS Defined Milestones Narrative Text

Milestone Name	Narrative Text
9. Opportunity to bring additional COPD services to more patients of the Adirondack Region	
10. Current pulmonary fitness programs expanded or developed in PPS	
Mid-Point Assessment	

Module Review Status

Review Status	IA Formal Comments
Pass & Ongoing	



**New York State Department Of Health
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Adirondack Health Institute, Inc. (PPS ID:23)

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

Instructions :



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

Adirondack Health Institute, Inc. (PPS ID:23)

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 'Adirondack Health Institute, 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:	ADIRONDACK HEALTH INSTITUTE INC
Secondary Lead PPS Provider:	
Lead Representative:	Eric Burton
Submission Date:	06/13/2019 01:00 PM

Comments:



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

DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

Status Log				
Quarterly Report (DY,Q)	Status	Lead Representative Name	User ID	Date Timestamp
DY4, Q4	Adjudicated	Eric Burton	mrurak	06/28/2019 10:58 AM



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

DSRIP Implementation Plan Project

Adirondack Health Institute, Inc. (PPS ID:23)

Comments Log			
Status	Comments	User ID	Date Timestamp
Adjudicated	The DY4Q4 Quarterly Reports have been adjudicated by the IA.	mrurak	06/28/2019 10:59 AM
Returned	The DY4Q4 Quarterly Report has been returned for Remediation.	mrurak	05/30/2019 03:37 PM



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Adirondack Health Institute, Inc. (PPS ID:23)

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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Adirondack Health Institute, Inc. (PPS ID:23)

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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Adirondack Health Institute, Inc. (PPS ID:23)

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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 Delivery System Reform Incentive Payment Project
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Adirondack Health Institute, Inc. (PPS ID:23)

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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Adirondack Health Institute, Inc. (PPS ID:23)

Project ID	Module Name	Status
2.a.i	IPQR Module 2.a.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.a.i.2 - Prescribed Milestones	✔ Completed
	IPQR Module 2.a.i.3 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.a.i.4 - IA Monitoring	
2.a.ii	IPQR Module 2.a.ii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.a.ii.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.a.ii.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.a.ii.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.a.ii.5 - IA Monitoring	
2.a.iv	IPQR Module 2.a.iv.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.a.iv.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.a.iv.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.a.iv.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.a.iv.5 - IA Monitoring	
2.b.viii	IPQR Module 2.b.viii.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 2.b.viii.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 2.b.viii.3 - Prescribed Milestones	✔ Completed
	IPQR Module 2.b.viii.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 2.b.viii.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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Adirondack Health Institute, Inc. (PPS ID:23)

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.iv	IPQR Module 3.a.iv.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.a.iv.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.a.iv.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.a.iv.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.a.iv.5 - IA Monitoring	
3.g.i	IPQR Module 3.g.i.1 - Major Risks to Implementation and Mitigation Strategies	✔ Completed
	IPQR Module 3.g.i.2 - Patient Engagement Speed	✔ Completed
	IPQR Module 3.g.i.3 - Prescribed Milestones	✔ Completed
	IPQR Module 3.g.i.4 - PPS Defined Milestones	✔ Completed
	IPQR Module 3.g.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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Adirondack Health Institute, Inc. (PPS ID:23)

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 & Complete	
	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 & Complete	
	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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Adirondack Health Institute, Inc. (PPS ID:23)

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 & Complete	
	Milestone #6 Develop partner engagement schedule for partners for VBP education and training	Pass & Complete	
	Milestone #7 Continue to monitor AHI PPS Partner's needs in support areas related to VBP and provide partners with VBP education and training.	Pass & Complete	
	Milestone #8 Obtain and develop resources to support AHI PPS partners in the transition to VBP as identified in the VBP Needs Assessment.	Pass & Complete	
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 & Complete	
Section 06	Module 6.1 - Prescribed Milestones		
	Milestone #1 Establish reporting structure for PPS-wide performance reporting and communication.	Pass & Complete	
	Milestone #2 Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting.	Pass & Complete	
Section 07	Module 7.1 - Prescribed Milestones		
	Milestone #1 Develop Practitioners communication and engagement plan.	Pass & Complete	
	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 & Complete	
Section 08	Module 8.1 - Prescribed Milestones		
	Milestone #1 Develop population health management roadmap.	Pass & Complete	
	Milestone #2 Finalize PPS-wide bed reduction plan.	Pass & Complete	



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Adirondack Health Institute, Inc. (PPS ID:23)

Section	Module Name / Milestone #	Review Status	
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 & Complete	📄
	Milestone #2 Create a workforce transition roadmap for achieving defined target workforce state.	Pass & Complete	
	Milestone #3 Perform detailed gap analysis between current state assessment of workforce and projected future state.	Pass & Complete	
	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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Adirondack Health Institute, Inc. (PPS ID:23)

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 & Complete	
	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 & Complete	
	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 & Complete	
	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 & Complete	
	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 & Complete	
	Milestone #9 Establish monthly meetings with Medicaid MCOs to discuss utilization trends, performance issues, and payment reform.	Fail	
	Milestone #10 Re-enforce the transition towards value-based payment reform by aligning provider compensation to patient outcomes.	Pass & Complete	
	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 & Complete	
2.a.ii	Module 2.a.ii.2 - Patient Engagement Speed	Fail	IA
	Module 2.a.ii.3 - Prescribed Milestones		
	Milestone #1 Ensure that all eligible participating PCPs in the PPS meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	Pass & Complete	
	Milestone #2 Identify a physician champion with knowledge of PCMH/APCM implementation for each primary care practice included in the project.	Pass & Complete	
	Milestone #3 Identify care coordinators at each primary care site who are responsible for care connectivity, internally, as well as connectivity to care managers at other primary care practices.	Pass & Complete	
Milestone #4 Ensure 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 direct exchange (secure messaging),	Pass & Complete		



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Project ID	Module Name / Milestone #	Review Status	
	alerts and patient record look up by the end of Demonstration Year (DY) 3.		
	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 & Complete	
	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 & Complete	
	Milestone #7 Ensure that all staff are trained on PCMH or Advanced Primary Care models, including evidence-based preventive and chronic disease management.	Pass & Complete	
	Milestone #8 Implement preventive care screening protocols including behavioral health screenings (PHQ-2 or 9 for those screening positive, SBIRT) for all patients to identify unmet needs. A process is developed for assuring referral to appropriate care in a timely manner.	Pass & Complete	
	Milestone #9 Implement open access scheduling in all eligible primary care practices.	Pass & Complete	
2.a.iv	Module 2.a.iv.2 - Patient Engagement Speed	Fail	IA
	Module 2.a.iv.3 - Prescribed Milestones		
	Milestone #1 Convert outdated or unneeded hospital capacity into an outpatient services center, stand-alone emergency department/urgent care center or other healthcare-related purpose.	Pass & Complete	
	Milestone #2 Provide a detailed timeline documenting the specifics of bed reduction and rationale. Specified bed reduction proposed in the project must include active or "staffed" beds.	Pass & Complete	
	Milestone #3 Ensure that all eligible participating PCPs meet NCQA 2014 Level 3 PCMH accreditation and/or meet state-determined criteria for Advanced Primary Care Models by the end of DSRIP Year 3.	Fail	
	Milestone #4 Ensure that all safety net providers participating in Medical Villages are actively sharing EHR systems with local health information exchange/RHIO/SHIN-NY and sharing health information among clinical partners, including direct exchange (secure messaging), alerts and patient record look up.	Fail	
	Milestone #5 Use EHRs and other technical platforms to track all patients engaged in the project.	Pass & Complete	
	Milestone #6 Ensure that EHR systems used in Medical Villages meet Meaningful Use Stage 2	Fail	
	Milestone #7 Ensure that services which migrate to a different setting or location (clinic, hospitals, etc.) are supported by the comprehensive community needs assessment.	Pass & Complete	
2.b.viii	Module 2.b.viii.2 - Patient Engagement Speed	Fail	IA
	Module 2.b.viii.3 - Prescribed Milestones		
	Milestone #1 Assemble Rapid Response Teams (hospital/home care) to facilitate patient discharge to home and assure needed home care services are in place, including, if appropriate, hospice.	Pass & Complete	
	Milestone #2 Ensure home care staff have knowledge and skills to identify and respond to patient risks for readmission, as well as to support evidence-based medicine and chronic care management.	Fail	
	Milestone #3 Develop care pathways and other clinical tools for monitoring chronically ill patients, with the goal of early identification of potential instability and intervention to avoid hospital transfer.	Fail	



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Project ID	Module Name / Milestone #	Review Status	
	Milestone #4 Educate all staff on care pathways and INTERACT-like principles.	Fail	
	Milestone #5 Develop Advance Care Planning tools to assist residents and families in expressing and documenting their wishes for near end of life and end of life care.	Pass & Complete	
	Milestone #6 Create coaching program to facilitate and support implementation.	Fail	
	Milestone #7 Educate patient and family/caretakers, to facilitate participation in planning of care.	Pass & Complete	
	Milestone #8 Integrate primary care, behavioral health, pharmacy, and other services into the model in order to enhance coordination of care and medication management.	Pass & Complete	
	Milestone #9 Utilize telehealth/telemedicine to enhance hospital-home care collaborations.	Pass & Complete	
	Milestone #10 Utilize interoperable EHR to enhance communication and avoid medication errors and/or duplicative services.	Pass & Complete	
	Milestone #11 Measure outcomes (including quality assessment/root cause analysis of transfer) in order to identify additional interventions.	Pass & Complete	
	Milestone #12 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	IA
	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 & Complete	
	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 & Complete	
	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). <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. 	Fail	
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 & Complete		



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Project ID	Module Name / Milestone #	Review Status	
	Milestone #8 Include beneficiaries in development team to promote preventive care.	Pass & Complete	
	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. <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. 	Pass & Complete	
	Milestone #10 Increase the volume of non-emergent (primary, behavioral, dental) care provided to UI, NU, and LU persons.	Pass & Complete	
	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 & Complete	
	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 & Complete	
	Milestone #15 Inform and educate navigators about insurance options and healthcare resources available to UI, NU, and LU populations.	Pass & Complete	
	Milestone #16 Ensure appropriate and timely access for navigators when attempting to establish primary and preventive services for a community member.	Pass & Complete	
	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	Pass & Ongoing	
3.a.i	Module 3.a.i.3 - Prescribed Milestones		
3.a.i	Milestone #1 Co-locate behavioral health services at primary care practice sites. All participating eligible primary care practices	Pass & Complete	



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Project ID	Module Name / Milestone #	Review Status	
	must meet 2014 NCQA level 3 PCMH or Advance Primary Care Model standards by DY 3.		
	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.	Fail	
	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 & Complete	
	Milestone #6 Develop collaborative evidence-based standards of care including medication management and care engagement process.	Fail	
	Milestone #7 Conduct preventive care screenings, including physical and behavioral health screenings.	Fail	
	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 & Ongoing	
	Milestone #11 Employ a trained Depression Care Manager meeting requirements of the IMPACT model.	Pass & Ongoing	
	Milestone #12 Designate a Psychiatrist meeting requirements of the IMPACT Model.	Pass & Ongoing	
	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 & Ongoing	
3.a.ii	Module 3.a.ii.2 - Patient Engagement Speed	Fail	IA
	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 & Complete	
	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 & Complete	
	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 & Complete	
	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 & Complete	



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Project ID	Module Name / Milestone #	Review Status	
	Milestone #7 Deploy mobile crisis team(s) to provide crisis stabilization services using evidence-based protocols developed by medical staff.	Pass & Complete	
	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.	Fail	
	Milestone #9 Establish central triage service with agreements among participating psychiatrists, mental health, behavioral health, and substance abuse providers.	Pass & Complete	
	Milestone #10 Ensure quality committee is established for oversight and surveillance of compliance with protocols and quality of care.	Pass & Complete	
	Milestone #11 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete	
3.a.iv	Module 3.a.iv.2 - Patient Engagement Speed	Fail	IA
	Module 3.a.iv.3 - Prescribed Milestones		
	Milestone #1 Develop community-based addiction treatment programs that include outpatient SUD sites with PCP integrated teams, and stabilization services including social services.	Pass & Complete	
	Milestone #2 Establish referral relationships between community treatment programs and inpatient detoxification services with development of referral protocols.	Pass & Complete	
	Milestone #3 Include a project medical director, board certified in addiction medicine, with training and privileges for use of buprenorphine and buprenorphine/naltrexone as well as familiarity with other withdrawal management agents.	Pass & Complete	
	Milestone #4 Identify and link to providers approved for outpatient medication management of opioid addiction who agree to provide continued maintenance therapy and collaborate with the treatment program and care manager. These may include practices with collocated behavioral health services, opioid treatment programs or outpatient SUD clinics.	Pass & Complete	
	Milestone #5 Develop community-based withdrawal management (ambulatory detoxification) protocols based upon evidence based best practices and staff training.	Pass & Complete	
	Milestone #6 Develop care management services within the SUD treatment program.	Pass & Complete	
	Milestone #7 Form agreements with the Medicaid Managed Care organizations serving the affected population to provide coverage for the service array under this project.	Pass & Complete	
Milestone #8 Use EHRs or other technical platforms to track all patients engaged in this project.	Pass & Complete		
3.g.i	Module 3.g.i.2 - Patient Engagement Speed	Pass & Ongoing	B
	Module 3.g.i.3 - Prescribed Milestones		
	Milestone #1 Integrate Palliative Care into appropriate participating PCPs that have, or will have, achieved NCQA PCMH and/or APCM certification.	Pass & Complete	
	Milestone #2 Develop partnerships with community and provider resources including Hospice to bring the palliative care supports and services into the practice.	Pass & Complete	
	Milestone #3 Develop and adopt clinical guidelines agreed to by all partners including services and eligibility.	Pass & Complete	



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Project ID	Module Name / Milestone #	Review Status	
	Milestone #4 Engage staff in trainings to increase role-appropriate competence in palliative care skills and protocols developed by the PPS.	Pass & Complete	
	Milestone #5 Engage with Medicaid Managed Care to address coverage of services.	Fail	
	Milestone #6 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	
4.b.ii	Module 4.b.ii.2 - PPS Defined Milestones	Pass & Ongoing	



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Providers Participating in Projects

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

Provider Category		Project 2.a.i	Project 2.a.ii	Project 2.a.iv	Project 2.b.viii	Project 2.d.i	Project 3.a.i	Project 3.a.ii	Project 3.a.iv	Project 3.g.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											
Practitioner - Primary Care Provider (PCP)	Total	268	240	268	240	268	-	268	-	268	123	268	-	0	0	268	123	0	-	0	-		
	Safety Net	21	13	21	13	21	0	21	0	21	13	21	3	21	0	0	0	0	21	3	0	-	0
Practitioner - Non-Primary Care Provider (PCP)	Total	688	595	1	-	0	-	0	-	0	-	688	69	0	-	0	0	688	69	0	-	0	-
	Safety Net	44	43	0	-	0	2	0	14	0	43	44	19	0	0	0	0	44	19	0	-	0	-
Hospital	Total	10	9	7	-	5	-	6	-	4	-	6	-	4	-	10	1	6	-	1	-	6	-
	Safety Net	9	9	6	-	4	3	5	8	3	9	5	-	3	3	9	1	5	-	0	-	5	-
Clinic	Total	27	23	27	23	27	-	27	-	27	-	27	11	27	-	27	3	27	7	1	-	3	-
	Safety Net	22	21	22	21	22	0	22	-	22	21	22	11	22	4	22	3	22	5	0	-	2	-
Case Management / Health Home	Total	32	14	0	-	0	-	3	-	3	-	5	-	6	-	32	1	3	-	3	-	3	-
	Safety Net	10	10	0	-	0	0	1	-	1	-	3	-	4	4	10	1	1	-	2	-	1	-
Mental Health	Total	137	119	1	-	0	-	0	-	2	-	137	19	4	-	137	12	0	-	3	-	0	-
	Safety Net	30	23	1	-	0	2	0	3	2	-	30	7	4	6	30	3	0	-	3	-	0	-
Substance Abuse	Total	16	14	0	-	2	-	0	-	3	-	16	4	3	-	16	3	0	-	3	-	0	-
	Safety Net	16	14	0	-	2	2	0	1	3	-	16	4	3	3	16	3	0	-	3	-	0	-
Nursing Home	Total	23	21	0	-	0	-	0	-	1	-	0	-	0	-	0	-	2	-	0	-	4	-
	Safety Net	23	17	0	-	0	-	0	10	1	-	0	-	0	-	0	-	2	-	0	-	4	-
Pharmacy	Total	6	1	0	-	0	-	0	-	0	-	0	-	0	-	0	0	0	-	0	-	0	-
	Safety Net	5	1	0	-	0	0	0	1	0	1	0	-	0	-	0	0	0	-	0	-	0	-
Hospice	Total	5	2	0	-	0	-	1	-	0	-	0	-	0	-	0	-	5	2	0	-	0	-



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Provider Category		Project 2.a.i		Project 2.a.ii		Project 2.a.iv		Project 2.b.viii		Project 2.d.i		Project 3.a.i		Project 3.a.ii		Project 3.a.iv		Project 3.g.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	1	0	0	-	0	0	0	-	0	-	0	-	0	-	0	-	1	0	0	-	0	-
Community Based Organizations	Total	14	23	0	-	1	-	4	-	6	-	1	5	3	-	2	1	3	5	4	-	3	-
	Safety Net	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
All Other	Total	633	324	4	-	1	-	7	-	0	-	632	17	0	-	633	4	632	9	0	-	6	-
	Safety Net	106	62	0	-	0	5	3	14	0	62	106	17	0	6	106	4	106	9	0	-	4	-
Uncategorized	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 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	-
Home and Community Based Services	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
Expected Number of Crisis Intervention Programs Established	3.a.ii	4	4
Expected Number of Medical Villages Established	2.a.iv	3	4
Home Care Facilities	2.b.viii	12	15
PAM(R) Providers	2.d.i	160	75



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* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.a.ii	2.a.iv	2.b.viii	2.d.i	3.a.i	3.a.ii	3.a.iv	3.g.i	4.a.iii	4.b.ii
All Rita Lynn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Keil Lynn M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Beiras Darci	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Racine Maurice A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bhagat Anjni Girish Md	Practitioner - Primary Care Provider (PCP)											
Hettena Avi J	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Henderson Tracey Ann	Practitioner - Primary Care Provider (PCP)											
Sandhu Juhar Kaur	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kelley Kristen Lea	Practitioner - Primary Care Provider (PCP)											
Mifsud Mindy	Practitioner - Primary Care Provider (PCP)											
Crawford Elizabeth D	Practitioner - Primary Care Provider (PCP)											
Wilhelm Lindsey Brooke	Practitioner - Primary Care Provider (PCP)											
Valenza Julie R	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Westad Frank H	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Villajuan Bernardo Ramos Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Reason Edward Lewis Md	Practitioner - Primary Care Provider (PCP)											
Hanson Anne Catherine	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Herrick Katherine Mehrens	Practitioner - Primary Care Provider (PCP)											
Spooner Elizabeth M Dunn	Practitioner - Primary Care Provider (PCP)											
Bruce Karen P	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Morgan Ayman Md	Practitioner - Primary Care Provider (PCP)											
Mcneil Carrie Lynn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Earley Alicia	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Koppenheffer Peter B	Practitioner - Primary Care Provider (PCP)											
Benak Robert Lewis Md	Practitioner - Primary Care Provider (PCP)											
Kesari Parvathi Sudhir Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Auer Patricia A	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Miller Scott C	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Holz Christine E	Practitioner - Primary Care Provider (PCP)											
Lee Soo Gil Md	Practitioner - Primary Care Provider (PCP)											
Hanza Mahmoud Ibrahim Md	Practitioner - Primary Care Provider (PCP)											



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Mccullum Kevin P Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Swinwood Tara	Practitioner - Primary Care Provider (PCP)											
Steele-Goodwin Julie K Rpa	Practitioner - Primary Care Provider (PCP)											
Christie Linda J Md	Practitioner - Primary Care Provider (PCP)											
Thompson Sarah Mary Margaret	Practitioner - Primary Care Provider (PCP)											
Savel Herbert Md	Practitioner - Primary Care Provider (PCP)											
Chapman Glen D Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Patnode Roger E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Whitman Todd Jay	Practitioner - Primary Care Provider (PCP)											
Bigelow Gaylen M	Practitioner - Primary Care Provider (PCP)											
Ciolic Candice Michelle	Practitioner - Primary Care Provider (PCP)											
Larson Daniel C Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Thomas Gordon M Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Morris-Dickinson Gwendolyn Sue	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Berrick Robert J	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Barbault Heather	Practitioner - Primary Care Provider (PCP)											
Song Xiaosong	Practitioner - Primary Care Provider (PCP)											
Bansal Vineet	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Fuller Erin	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Dempsey David	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Sung Steve C Md	Practitioner - Primary Care Provider (PCP)											
Biaseiti Scott A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Hare H Gerald Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kimball Sean Lewis Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gumuka Michael	Practitioner - Primary Care Provider (PCP)											
Sanchez Williams Myrna Angiol	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Silverberg Howard E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bell Michael Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Vanwagner Alecia	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Soryal George Fayk Melad	Practitioner - Primary Care Provider (PCP)											
Connors Terence V Rpa	Practitioner - Primary Care Provider (PCP)											



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Schuessler Donald C Jr Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kandora Thomas Francis Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Budnikas Arunas A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Hopper James P Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kumar Brijesh Md	Practitioner - Primary Care Provider (PCP)											
Tryon Crystal M	Practitioner - Primary Care Provider (PCP)											
Cabrera Maegan Boulrice	Practitioner - Primary Care Provider (PCP)											
Herron Kathy Mazur Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Corey Anne Craig Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Loinaz Federico Alfredo Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Williams Andrew F Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Siddiqui Nawed A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Anwer Naima	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Macomber Abigail Rose	Practitioner - Primary Care Provider (PCP)											
Carbone Amy Johnson Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Day W Marvin Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Shannon Sharon Houle	Practitioner - Primary Care Provider (PCP)											
Evens Shannon T	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Comeau Christopher E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bailey Michael	Practitioner - Primary Care Provider (PCP)											
Robinson Michael C Md	Practitioner - Primary Care Provider (PCP)											
Viscosi Kelly A	Practitioner - Primary Care Provider (PCP)											
Gallagher Kevin Andrew Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Burke Jae Lyn	Practitioner - Primary Care Provider (PCP)											
Murrock Mary Lou	Practitioner - Primary Care Provider (PCP)											
Kim John H	Practitioner - Primary Care Provider (PCP)											
Delamater Jeffrey T	Practitioner - Primary Care Provider (PCP)											
Eisenberg Pediatrics Pllc	Practitioner - Primary Care Provider (PCP)											
Zbigniew Wolczynski	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Loucks Barbara	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Mccahill Woods Jr Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Sandwick Lorraine Rpa	Practitioner - Primary Care Provider (PCP)											
Slingerland David	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Rasmussen Heidi Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Moon Timothy Wayne Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Hoy Christopher Dion Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Hankins Mark F	Practitioner - Primary Care Provider (PCP)											
Thakker Dilip Manital	Practitioner - Primary Care Provider (PCP)											
Ordonez Julia I Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
El Azoury Paul Gergi	Practitioner - Primary Care Provider (PCP)											
Parker Kathryn Day	Practitioner - Primary Care Provider (PCP)											
Boon Rebecca R Rn	Practitioner - Primary Care Provider (PCP)											
Al-Husseini Nabeel Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Pender Matthew C Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Rider Russell Edward Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Gabay Michelle	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Federman Jay S Md	Practitioner - Primary Care Provider (PCP)											
Hart Brian K Md	Practitioner - Primary Care Provider (PCP)											
Pangia Kathleen	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Broome Heather D	Practitioner - Primary Care Provider (PCP)											
Simpson Cynthia L	Practitioner - Primary Care Provider (PCP)											
Gabler James O	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Smead Bryan Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Raga Gary D	Practitioner - Primary Care Provider (PCP)											
Mcgarry Amy Erin Md	Practitioner - Primary Care Provider (PCP)											
Sunkara Maruthi M Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Fish Erica Ann	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Spicer Scott Michael	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Levac Roger Francois Md	Practitioner - Primary Care Provider (PCP)											
O'Brien Richard Lee Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Bernardot Emile Leon Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Beguin David P Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		



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Meihede Lauren M	Practitioner - Primary Care Provider (PCP)											
Reynolds Derek John	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Smith Emily Elise	Practitioner - Primary Care Provider (PCP)											
Waickman Leo Anthony Md	Practitioner - Primary Care Provider (PCP)											
Conner William	Practitioner - Primary Care Provider (PCP)											
Derbyshire Ella Ruth	Practitioner - Primary Care Provider (PCP)											
Ramani Kamini Shantilal Md	Practitioner - Primary Care Provider (PCP)											
Blackwood Jordan C A	Practitioner - Primary Care Provider (PCP)											
Magcalas Philip Matthew	Practitioner - Primary Care Provider (PCP)											
Wright Stuart B Md	Practitioner - Primary Care Provider (PCP)											
Duffy John Sparrow	Practitioner - Primary Care Provider (PCP)											
Clark Melanie C	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Stoutenburg John Patrick Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Devlin Kerin M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Salerno Sheryl L	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gort Dennis A Md	Practitioner - Primary Care Provider (PCP)											
Ares Carlos Alfredo Md	Practitioner - Primary Care Provider (PCP)											
Carstens Jan Synakowski Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Buehler-Brandt Mary A	Practitioner - Primary Care Provider (PCP)											
Hindson James F Md Pc Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Beaty Robert H Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Hicks James C	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Stefanovich Stefan John Jr	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kuettel Thomas J Md	Practitioner - Primary Care Provider (PCP)											
Dolan Kathryn	Practitioner - Primary Care Provider (PCP)											
Richard Denise Nicole	Practitioner - Primary Care Provider (PCP)											
Monroe Patricia Kathryn Md	Practitioner - Primary Care Provider (PCP)											
Moore Susan Elaine Md	Practitioner - Primary Care Provider (PCP)											
Decker Melissa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Abrams Amanda Mary	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Schroyer Glenn Stanford	Practitioner - Primary Care Provider (PCP)											



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Leffler Stephanie	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Tucker Tiffany M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
France Kenneth	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Doyle Mark Matthew	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gilman Ashley C	Practitioner - Primary Care Provider (PCP)											
Lehine Guy Daniel Md Faap	Practitioner - Primary Care Provider (PCP)											
Hilborne Kenneth	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Crossman Max L Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Atkinson Timothy Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bergin Suzanne	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Harrington Charlene B Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lesage Francois Daniel	Practitioner - Primary Care Provider (PCP)											
Rubenstein Barney Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cassingham Amy Louise	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Walton Sarah Anne	Practitioner - Primary Care Provider (PCP)											
Brown Laurie F	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Van Bellingham Wendy Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bachman Paul Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Carney Nancy Draper	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Rizzo Laura Ann	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Shah Shirraj	Practitioner - Primary Care Provider (PCP)											
Paska David	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lover John Arthur Jr	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Villanueva Alex Gregory	Practitioner - Primary Care Provider (PCP)											
Detore Joanne Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Teetz Rick David Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Reali Dean Anthony Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Czerwinski Maria H Md	Practitioner - Primary Care Provider (PCP)											
Flanagan Jean Ansari	Practitioner - Primary Care Provider (PCP)											
Hassam Akber Hussein Md	Practitioner - Primary Care Provider (PCP)											
Fuller Aaron Elzer	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Glickman Mary Halloran	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Portuese Thomas	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Clark Melissa Gail	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Meyer Melissa L Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Schwartzman Michael S Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Solomon Joel Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Masaba Edit Kalmar Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Tagliagambe Mario Francis Jr	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Spronk Wayne Glenn Md	Practitioner - Primary Care Provider (PCP)											
Sullivan James M Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Berk Gary R Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Slim Hanna	Practitioner - Primary Care Provider (PCP)											
Watson Ashley Lynn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Schmitt Patricia Ann	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Dusha Marguerite C	Practitioner - Primary Care Provider (PCP)											
Guile Alison Joanne Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Warner Robert Charles Jr Md	Practitioner - Primary Care Provider (PCP)											
Ouyang David	Practitioner - Primary Care Provider (PCP)											
Papura William A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lauzon Kathleen C	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Breen Martin Md	Practitioner - Primary Care Provider (PCP)											
Smith Bradley G Rpa	Practitioner - Primary Care Provider (PCP)											
Thakur Magendra Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lindman Harry David Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Benardot Melissa Jo	Practitioner - Primary Care Provider (PCP)											
Rumbutis Michael J Rpa	Practitioner - Primary Care Provider (PCP)											
Pesses David R Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gaiotti-Grubbs Darci Ann	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Garg Vinod Kumar	Practitioner - Primary Care Provider (PCP)											
Levitz Mary	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Choudry Shazia Amber	Practitioner - Primary Care Provider (PCP)											



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Eustaquio Cheryl	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Federman Dorothy S Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gates Laurie A	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Sturm Toni Marie Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Hayes Jennifer Whalen Md	Practitioner - Primary Care Provider (PCP)											
Rowley Jennifer	Practitioner - Primary Care Provider (PCP)											
Narala Karuna Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Finkowski Michael J Md	Practitioner - Primary Care Provider (PCP)											
Miller Kristine	Practitioner - Primary Care Provider (PCP)											
Pryce Edith Henrietta Md	Practitioner - Primary Care Provider (PCP)											
Edwards Mallory Catherine	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Quaresima Mark Andrew	Practitioner - Primary Care Provider (PCP)											
Splilane Eileen M Do	Practitioner - Primary Care Provider (PCP)											
Ismail Mohammed	Practitioner - Primary Care Provider (PCP)											
Moore Heidi J Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kelly Benson J	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
David McCall, M.D., P.C.	Practitioner - Primary Care Provider (PCP)											
Calabrese Gerald Leonard Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gregory Ann M Np	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Stratton Jennifer Lynn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Perrault Paul Roland Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Zuis Madison	Practitioner - Primary Care Provider (PCP)											
Lang Deborah B	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Darrow Carla M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cossey Jason L	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Anderson David J Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lodha Seema A Md	Practitioner - Primary Care Provider (PCP)											
Sioufi Samer Youseff Md	Practitioner - Primary Care Provider (PCP)											
Maggio Charles A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bero Florence C Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Latreille William R Jr Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Adams Michael Edward Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Dibben Eric	Practitioner - Primary Care Provider (PCP)											
Dewar John E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Klausner Eric G Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Anderson Richard Mark Md	Practitioner - Primary Care Provider (PCP)											
Mcgonagle Mary	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Decunzo Jacqueline Ford	Practitioner - Primary Care Provider (PCP)											
Moisan Charles E Jr Md	Practitioner - Primary Care Provider (PCP)											
Adeson Lisa A Md	Practitioner - Primary Care Provider (PCP)											
Baker-Porazinski Jennifer Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Baker Danielle M	Practitioner - Primary Care Provider (PCP)											
Layden John Joseph Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Curtis Danita	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Chalom Mark Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Meness Debra	Practitioner - Primary Care Provider (PCP)											
Lynch Michael William Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
142-36-5727wright James	Practitioner - Primary Care Provider (PCP)											
Heywood Ann Jacqueline	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gupta Sanjeev Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Healey Gregory J Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Parker William	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Baru Dragos	Practitioner - Primary Care Provider (PCP)											
Richards Craig Warren Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cook George S Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
North James Michael Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gardner Theresa M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Davis Christopher John	Practitioner - Primary Care Provider (PCP)											
Shahata Hani Laouz	Practitioner - Primary Care Provider (PCP)											
Rehman Hamid Azizur Md Pc	Practitioner - Primary Care Provider (PCP)											
Solby Stacey J	Practitioner - Primary Care Provider (PCP)											
Messitt Christopher Thomas Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Andrew Lafrance Np-Family Health	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cichetti Joanne Wilson Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bown Melissa Ann	Practitioner - Primary Care Provider (PCP)											
Sauer-Jones Donna Susan	Practitioner - Primary Care Provider (PCP)											
Caserta Laura	Practitioner - Primary Care Provider (PCP)											
Disney George Alan Md	Practitioner - Primary Care Provider (PCP)											
Cichetti Neil Joseph Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Diane Jean Hakey Md	Practitioner - Primary Care Provider (PCP)											
Tarello Matthew	Practitioner - Primary Care Provider (PCP)											
Kilgore Dona Marie	Practitioner - Primary Care Provider (PCP)											
Hanaifi Walid	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Craig Joshua A	Practitioner - Primary Care Provider (PCP)											
Flynn Dendra	Practitioner - Primary Care Provider (PCP)											
Way Daniel Gregory	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Worczak Mariana	Practitioner - Primary Care Provider (PCP)											
Hanson Mark Daniel	Practitioner - Primary Care Provider (PCP)											
Kilbourne Barry J Md	Practitioner - Primary Care Provider (PCP)											
Lusignan Pamela F	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Vida Aimee C	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Mckeever Richard Nelson Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Byron Paul Joseph	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Arenas Gilbert D	Practitioner - Primary Care Provider (PCP)											
Smith Derek W	Practitioner - Primary Care Provider (PCP)											
Delignore Catherine Anne	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Couglor Ernie Sterling	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Harding Michele Jean	Practitioner - Primary Care Provider (PCP)											
Kerrigan Brian Richard Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
King Jessica Sheri	Practitioner - Primary Care Provider (PCP)											
Adams Robin E	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Mehta Banshi Md	Practitioner - Primary Care Provider (PCP)											
Schwerman Joseph J Pc Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Kay Christina	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Dunne Christa	Practitioner - Primary Care Provider (PCP)											
Iannotti Polly Jane	Practitioner - Primary Care Provider (PCP)											
Allen Mary Anne Aurelia	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Ferrando-Ross Pedro I	Practitioner - Primary Care Provider (PCP)											
Colt-Connaway Shannon J	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Sadal Raju A	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Ellis Patricia	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Rowell Amy E	Practitioner - Primary Care Provider (PCP)											
Rogers Robert T li	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
McClure Marilyn Prichard	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Haas Douglas L Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Sauer-Jones Kate Janette	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Howell Sarah Lynn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Viola Tracey A	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Clark Kristina Marie	Practitioner - Primary Care Provider (PCP)											
Sawyer John A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Phillips Rachel I Rn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Wicksell Nicole Rae	Practitioner - Primary Care Provider (PCP)											
Frank Wendy L	Practitioner - Primary Care Provider (PCP)											
Brown Danielle	Practitioner - Primary Care Provider (PCP)											
Burnett John S Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Johnson David A Md	Practitioner - Primary Care Provider (PCP)											
Dombek-Lang Teresa V Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gutman Alan J Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cleveland Byrd Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Flatau Irene Ruth Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cross Robert	Practitioner - Primary Care Provider (PCP)											
Stevens Noelle M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bashir Iqbal Md	Practitioner - Primary Care Provider (PCP)											
Rietsema Wouter Jam Md	Practitioner - Primary Care Provider (PCP)											



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Socolof Roslyn Weiss Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Miron Carrie Beth	Practitioner - Primary Care Provider (PCP)											
Dolly Olga Jeanne	Practitioner - Primary Care Provider (PCP)											
Paquette Colleen Louise	Practitioner - Primary Care Provider (PCP)											
Nolan Florence A Md	Practitioner - Primary Care Provider (PCP)											
Fuhrman Solomon M Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Rayeski Suzanne Marie Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Moore Robert W Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Donovan Jennifer Lynn	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Nevins Mary J Md	Practitioner - Primary Care Provider (PCP)											
Dys Ann M	Practitioner - Primary Care Provider (PCP)											
Sarah Thompson	Practitioner - Primary Care Provider (PCP)											
Rosenthal Laurel M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Dinsmore Lauren Elizabeth	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Wood Emily Louise	Practitioner - Primary Care Provider (PCP)											
Hogan-Moulton Amy E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Politi Anthony Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Schultz Mona W	Practitioner - Primary Care Provider (PCP)											
Freeman Janis	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Dargie Peter J Md	Practitioner - Primary Care Provider (PCP)											
Ultee Reinier Frank Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Jhaveri Jayant J	Practitioner - Primary Care Provider (PCP)											
Gaedtke Dorit D Md	Practitioner - Primary Care Provider (PCP)											
Potter Doreen L Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gara Philip Joseph Jr Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Indelicato Lori Marie	Practitioner - Primary Care Provider (PCP)											
Garami Anthony Arthur Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kamal Farhana Md	Practitioner - Primary Care Provider (PCP)											
Frank-Dixon Kristen Lianne	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Quaresima John Thomas	Practitioner - Primary Care Provider (PCP)											
Brandis Robert A Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Peguero Luz E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Medved Vladimir Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Kamal Syed Anwar Md	Practitioner - Primary Care Provider (PCP)											
Kafa Ammar	Practitioner - Primary Care Provider (PCP)											
Waldorf Todd	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Knef Daniel W Rpa	Practitioner - Primary Care Provider (PCP)											
Reid Darcy Marie	Practitioner - Primary Care Provider (PCP)											
Tulloch Michael Joseph Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cooper Karen Md	Practitioner - Primary Care Provider (PCP)											
Vacek James John Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Cooper Joanne	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Heber Felicia Ann	Practitioner - Primary Care Provider (PCP)											
Kurtz Bryan E Md	Practitioner - Primary Care Provider (PCP)											
Horowitz Lawrence M Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Buck Elizabeth Kimball Beiser	Practitioner - Primary Care Provider (PCP)											
Baltazar Cynthia Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Busch Harriet Phyllis Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lepage Brenda	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Gilchrist Wendy Ann Md	Practitioner - Primary Care Provider (PCP)											
Knowles Terry Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Blackburn Georgia A	Practitioner - Primary Care Provider (PCP)											
Mandeep Saluja Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Sinaidman Clare	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Anderson Glen E	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bollinger Frances C	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Ali Syed Haider Md	Practitioner - Primary Care Provider (PCP)											
Demuro Rob	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Latalade Pierre Henry Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Markwith Alisa	Practitioner - Primary Care Provider (PCP)											
Caputo Pasqualino	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Solby Richard Adam Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Glenn John Lester Md	Practitioner - Primary Care Provider (PCP)											
Messercola Stephanie Rpa	Practitioner - Primary Care Provider (PCP)											
Grudowski Christophe	Practitioner - Primary Care Provider (PCP)											
01010001ahern Elizabeth R	Practitioner - Primary Care Provider (PCP)											
Pitt Flos Carmell Illogon	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Blood Suzanne Marie Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Palmateer Daniel R Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Kanevsky Michael Md	Practitioner - Primary Care Provider (PCP)											
Grassi Kevin	Practitioner - Primary Care Provider (PCP)											
Phoenix Jennifer	Practitioner - Primary Care Provider (PCP)											
Grasso Kathryn L	Practitioner - Primary Care Provider (PCP)											
Allison Elizabeth Katherine	Practitioner - Primary Care Provider (PCP)											
Wikoff Abigail	Practitioner - Primary Care Provider (PCP)											
Ching Anthony L Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Sheridan Wilhelmina Marie	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Kilayko Mary Clarisse L	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Kumar Brij	Practitioner - Primary Care Provider (PCP)											
Euashachi Marena	Practitioner - Primary Care Provider (PCP)											
Socolof Elias Andrew Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Markessinis Paul	Practitioner - Primary Care Provider (PCP)											
Rohan William Gustave Md	Practitioner - Primary Care Provider (PCP)											
Fuller Michael Wesley	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Sooriabalan Danushan	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Quinn Colleen M Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Spinelli Eileen Benassi Np	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Toure Joahd Malik	Practitioner - Primary Care Provider (PCP)											
Baker Brandii Adamson	Practitioner - Primary Care Provider (PCP)											
Buckley Jacquelyn Anne Rpa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Barth Suzanne J	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Laurel Jean Shambo	Practitioner - Primary Care Provider (PCP)											
Leonard Kyle	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		



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Cerklewich Nicole	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Fotidar Akhlesh Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Jacques Yarnilee Aparecida	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lyapin Alexander	Practitioner - Primary Care Provider (PCP)											
Heylen Marie-Paule Simone	Practitioner - Primary Care Provider (PCP)											
Mccloy Sandra A Md	Practitioner - Primary Care Provider (PCP)											
Wakeman Gary R	Practitioner - Primary Care Provider (PCP)											
Coates Andrew Donnelly Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Close Jan S	Practitioner - Primary Care Provider (PCP)											
Terrence Kathleen Mailey Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Viscardo William Martin Jr Md	Practitioner - Primary Care Provider (PCP)											
Wais Wendy	Practitioner - Primary Care Provider (PCP)											
Moore Stephanie Polk Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Hyson Christophe	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Mcternan Eugene James Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Devine Maria Kansas	Practitioner - Primary Care Provider (PCP)											
Williams Elaine M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Fuchs James David Md	Practitioner - Primary Care Provider (PCP)											
Medved Marina Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Khalifa Gamal G Md	Practitioner - Primary Care Provider (PCP)											
Guadagno Brian Peter	Practitioner - Primary Care Provider (PCP)											
Borgos William M	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Mcmaster Aimee	Practitioner - Primary Care Provider (PCP)											
Esper John A Md	Practitioner - Primary Care Provider (PCP)											
De Federicis Margarita Rosa	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Sabo Kathryn A	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Hausrath Stephen G Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Fish Ruth E	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Murphy Eileen	Practitioner - Primary Care Provider (PCP)											
Patty Rissacher Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Bartos Elizabeth Ann Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		



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Christensen Diana	Practitioner - Primary Care Provider (PCP)											
Sherman Diana	Practitioner - Primary Care Provider (PCP)											
Dowling Peter E Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓		✓		
Lapham Paula M	Practitioner - Primary Care Provider (PCP)											
Knowles Susan J	Practitioner - Primary Care Provider (PCP)											
Nostrom William	Practitioner - Primary Care Provider (PCP)											
Kring Lawrence Md	Practitioner - Primary Care Provider (PCP)											
Grosser Mayer Md	Practitioner - Primary Care Provider (PCP)											
Ghaffari Zandi Shahbanoo	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Farrell Andrea	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Runkel Gregory W Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Davis Harry	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Dodds George Matthew Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Desai Nimesh Jitendra Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Pirozzolo Julie	Practitioner - Primary Care Provider (PCP)											
Celotti Michael J Do	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Rainey-Spence Imre Kayvan	Practitioner - Primary Care Provider (PCP)											
Rugge John K Jr Md	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Fortell Megan Rpa	Practitioner - Primary Care Provider (PCP)											
Peff Peter Joseph	Practitioner - Primary Care Provider (PCP)	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Heintz Steven Giffin Md	Practitioner - Primary Care Provider (PCP)											
Carter-Kelly Staci Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
McMahon Michael B	Practitioner - Non-Primary Care Provider (PCP)											
Cabana Lauren Michele	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Decelle Eric	Practitioner - Non-Primary Care Provider (PCP)											
Ortiz Gerald James Md	Practitioner - Non-Primary Care Provider (PCP)											
Sultan Ahmad Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lam Patrick K Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Buchanan Mara Jeanne	Practitioner - Non-Primary Care Provider (PCP)											
Raville Marcia Jean	Practitioner - Non-Primary Care Provider (PCP)											
Ann Marie Watts	Practitioner - Non-Primary Care Provider (PCP)											



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Bhagat Anjni Girish Md	Practitioner - Non-Primary Care Provider (PCP)	✓	✓				✓			✓		
Loika Betsy L	Practitioner - Non-Primary Care Provider (PCP)											
Kampschorr Deborah Monroe	Practitioner - Non-Primary Care Provider (PCP)											
Abisse Saddam Saleh	Practitioner - Non-Primary Care Provider (PCP)											
Burke Angela Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kelley Kristen Lea	Practitioner - Non-Primary Care Provider (PCP)											
Lampert Kenneth Gregory Leon	Practitioner - Non-Primary Care Provider (PCP)											
Madigan Lindsay	Practitioner - Non-Primary Care Provider (PCP)											
Lara Adriana	Practitioner - Non-Primary Care Provider (PCP)											
Gelbard Bernard Md	Practitioner - Non-Primary Care Provider (PCP)											
Acostamadiedo Jose Maria	Practitioner - Non-Primary Care Provider (PCP)											
Anderson Julie K Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mazzotta Sebastian Angelo Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tymchyn David L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Schlossberg Howard Robert	Practitioner - Non-Primary Care Provider (PCP)											
Reichbach Jay Andrew	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Williford Kristin L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hedden David Kirke	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Conard Joanna L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Krant Jonathan David	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Varughese Mathew Do	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fields Jennifer L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Crawford Elizabeth D	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Morine Erin M	Practitioner - Non-Primary Care Provider (PCP)											
Marden Karen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Munz Heather Marie	Practitioner - Non-Primary Care Provider (PCP)											
Wilson Brieanne	Practitioner - Non-Primary Care Provider (PCP)											
Ali Khan Kousai Ousama	Practitioner - Non-Primary Care Provider (PCP)											
Morrissey James F Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Katz Benjamin S Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sullivan Karyn E	Practitioner - Non-Primary Care Provider (PCP)											



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Arthur Jill	Practitioner - Non-Primary Care Provider (PCP)											
Middleton John	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Farwa Ume	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Ammannagari Nischala	Practitioner - Non-Primary Care Provider (PCP)											
Sullivan Wade A	Practitioner - Non-Primary Care Provider (PCP)											
Miller Kathi J Cnm	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Jones Richard Eaton Dpm	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Mazdzer Edward James	Practitioner - Non-Primary Care Provider (PCP)											
Malerba Robert Fortune Ii	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Buscemi Melchior L Md Pc	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Burky Christophe	Practitioner - Non-Primary Care Provider (PCP)											
Frostick David W Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Anthony F Tramontano Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Joshua L Frank	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Spooner Elizabeth M Dunn	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Dinkels Michael	Practitioner - Non-Primary Care Provider (PCP)											
Cepoi Andrei	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Dowidowicz Anthony J	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Valley Stephen	Practitioner - Non-Primary Care Provider (PCP)											
Sasaran Bogdan Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Schenkel John Lawrence Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Tichenor Louise L Pa	Practitioner - Non-Primary Care Provider (PCP)											
Ormel Marijke	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hathaway Darcy E	Practitioner - Non-Primary Care Provider (PCP)											
Devlin Jean Smith	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Aronowitz Shoshana Violette	Practitioner - Non-Primary Care Provider (PCP)											
French Robert John	Practitioner - Non-Primary Care Provider (PCP)											
Farnsworth Matthew David	Practitioner - Non-Primary Care Provider (PCP)											
Clements Amanda Leigh	Practitioner - Non-Primary Care Provider (PCP)											
Makhoul Nidal Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Ramsey-Cummins Valerie	Practitioner - Non-Primary Care Provider (PCP)											

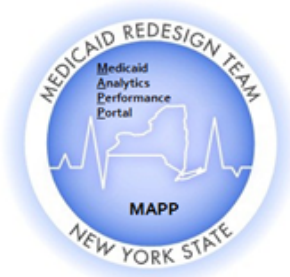


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Benak Robert Lewis Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Holz Christine E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Alvarez Pedro M Jr	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Kabell Sabiel	Practitioner - Non-Primary Care Provider (PCP)														
Thompson Lars David Md Pc	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Jackson Christophe H	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Boland Elena	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Swinwood Tara	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Zoltay Gabor Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Steele-Goodwin Julie K Rpa	Practitioner - Non-Primary Care Provider (PCP)														
Christie Linda J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Butz Jr. Robert A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Ireland Rachyl	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Hauerstock David	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Tucker Jasmine Nicole	Practitioner - Non-Primary Care Provider (PCP)														
Sponzo Robert William Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Joy Robert A	Practitioner - Non-Primary Care Provider (PCP)														
Langer Bharat	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Whitman Todd Jay	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Matthew Gilbert	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Ventre Giuseppe Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Matthis Katharine Moose	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Johnston Patrick M Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Verma Manish	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Spire Michael	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Ciolac Candice Michelle	Practitioner - Non-Primary Care Provider (PCP)														
Ash James Edward	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Henry Nicola	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Gupta Rahul	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					
Labban Marcille Tana	Practitioner - Non-Primary Care Provider (PCP)														
Dyakova Anna	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓					



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Hinman Elisha Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Campanie Sean P	Practitioner - Non-Primary Care Provider (PCP)											
Delvecchio Nicole M	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Pollacek Kiana Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Tedesco Karen Lynn Md	Practitioner - Non-Primary Care Provider (PCP)											
Cash Carlton E	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Bernstein Jeffrey P Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Waters Timothy Robert	Practitioner - Non-Primary Care Provider (PCP)											
Shapiro Lois A	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Moore Robert J	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Laporte Frederic	Practitioner - Non-Primary Care Provider (PCP)											
Moore Alyssa Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Minhas Jamshaid Anwer	Practitioner - Non-Primary Care Provider (PCP)											
Grafstein Leo	Practitioner - Non-Primary Care Provider (PCP)											
Brown Stephen A Md	Practitioner - Non-Primary Care Provider (PCP)											
Vladimir Sabayev Pulmonary Pc	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
White Dawn M Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Cann David F	Practitioner - Non-Primary Care Provider (PCP)											
Dowling Thomas C	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hanson Jean Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Mccarthy Michael	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hartung Russell William Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Green Kristen M	Practitioner - Non-Primary Care Provider (PCP)											
Baribault Heather	Practitioner - Non-Primary Care Provider (PCP)											
Song Xiaosong	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Riccio Alexandra	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Weber Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Mcandrew Lavern	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Husson Paul	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Geurtze Lori	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hall Amy Beth	Practitioner - Non-Primary Care Provider (PCP)											



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Mycek John A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Weeks Todd Alan	Practitioner - Non-Primary Care Provider (PCP)											
Wasenko John J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Zimna Monika C Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hinsman David C Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Murphy Kathleen A Cnm	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Duus Jan E Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Levy Ronnie	Practitioner - Non-Primary Care Provider (PCP)											
Dicoby Tatiana	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcglauflin Christine Margaret	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Molly Jane Malone	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Spire Holly Stevens	Practitioner - Non-Primary Care Provider (PCP)											
Haskins Jordan Ryan	Practitioner - Non-Primary Care Provider (PCP)											
Marinis William K	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Holmes Michael Bradley	Practitioner - Non-Primary Care Provider (PCP)											
Inzerilli Magdeline Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sung Steve C Md	Practitioner - Non-Primary Care Provider (PCP)											
Decunzo Louis Peter Jr Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Goslin Robert Hall	Practitioner - Non-Primary Care Provider (PCP)											
Vecchio Diane M	Practitioner - Non-Primary Care Provider (PCP)											
Deteso Damon Md	Practitioner - Non-Primary Care Provider (PCP)											
Bakirtzian Bedros Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Biasetti Scott A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Heisse Rosemarie Md	Practitioner - Non-Primary Care Provider (PCP)											
Symonds Beverly	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Laura Beth Diamond	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kee Elaine F	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Shen Paramuir	Practitioner - Non-Primary Care Provider (PCP)											
O'Connor Lisa M	Practitioner - Non-Primary Care Provider (PCP)											
Tai Muhammad Siddique	Practitioner - Non-Primary Care Provider (PCP)											
Alexander-Decker Christine A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Deprey Ellen M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kowalski Donald Walter	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Calacci Alicia B	Practitioner - Non-Primary Care Provider (PCP)											
Avery Jackie S	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Clair Cecelia	Practitioner - Non-Primary Care Provider (PCP)											
Soryal George Fayk Melad	Practitioner - Non-Primary Care Provider (PCP)											
Connors Terence V Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dow Victoria L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Brunelle Trudy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lawrence Rebecca	Practitioner - Non-Primary Care Provider (PCP)											
Matthews-Smtih Velmalia Danette	Practitioner - Non-Primary Care Provider (PCP)											
Bielinski John Jr Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Roberts Roxanne A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Pillemer Eric Anthony Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Werblin Robert Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Richards Alisson Leigh	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tryon Crystal M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Isakharov Margarita	Practitioner - Non-Primary Care Provider (PCP)											
Hutchins Elizabeth Ann	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Davis Jennifer Tracy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Cabrera Maegan Boulerice	Practitioner - Non-Primary Care Provider (PCP)											
Thompson Diane	Practitioner - Non-Primary Care Provider (PCP)											
Fritz Jeannene	Practitioner - Non-Primary Care Provider (PCP)											
Parkes Kelly Marisa	Practitioner - Non-Primary Care Provider (PCP)											
Smith Milagros C Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Schnure Joel J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Prespare Bennett Anna	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Anhalt Daniel Joseph Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fajardo Delina Lila	Practitioner - Non-Primary Care Provider (PCP)											
Higgins Richard Phd	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Goldberg-Pohl Jessie	Practitioner - Non-Primary Care Provider (PCP)											



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Pant Rajiv	Practitioner - Non-Primary Care Provider (PCP)											
Dagostino Monica Dawn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Vanness James David	Practitioner - Non-Primary Care Provider (PCP)											
Brown Jacklynn V Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Judkins David Allen Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kearney Lynda L Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Shen Jian	Practitioner - Non-Primary Care Provider (PCP)											
De Snyder Jerome Julius Dds	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hill Catherine Rooks	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
O'Garro Eleazar	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Cleaver William Paul	Practitioner - Non-Primary Care Provider (PCP)											
Macomber Abigail Rose	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Singh Balveen Biba	Practitioner - Non-Primary Care Provider (PCP)											
Ryan Sherry	Practitioner - Non-Primary Care Provider (PCP)											
Beveridge Jennifer M	Practitioner - Non-Primary Care Provider (PCP)											
Sposit Carwyn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hurlbut Kristin E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcbride Thomas Patrick	Practitioner - Non-Primary Care Provider (PCP)											
Warrington Thomas C	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fedorowski Jaroslaw J Md	Practitioner - Non-Primary Care Provider (PCP)											
Shannon Sharon Houle	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mckinley Annie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Saini Ruchika	Practitioner - Non-Primary Care Provider (PCP)											
Mcintyre Elizabeth M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Perham Kate	Practitioner - Non-Primary Care Provider (PCP)											
Bassett Francine Brett	Practitioner - Non-Primary Care Provider (PCP)											
Gorman Alicia	Practitioner - Non-Primary Care Provider (PCP)											
Stasko Corrine	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tracy Ashley Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Kader Tina	Practitioner - Non-Primary Care Provider (PCP)											
Fox John M Dds	Practitioner - Non-Primary Care Provider (PCP)											



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Saleem Muhammad Usef	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Papandrea Mary Ellen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Palma Christopher Scott Do	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Priest Michael Richard	Practitioner - Non-Primary Care Provider (PCP)														
Fisher William Thomas Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Bailey Michael	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Robinson Michael C Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Mcgoldrick Robert	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Newulis Carol	Practitioner - Non-Primary Care Provider (PCP)														
Klim Kathleen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Viscosi Kelly A	Practitioner - Non-Primary Care Provider (PCP)														
Astill-Vaccarino Joanne L Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Patricia My Lan Nguyen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Mulligan Stephane Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Fedorowicz Arthur Ryszard Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Tambasco-Jankunas Kimberly	Practitioner - Non-Primary Care Provider (PCP)														
Tournas Athanasios	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Deso Steven Edward	Practitioner - Non-Primary Care Provider (PCP)														
Byrnes Crystal	Practitioner - Non-Primary Care Provider (PCP)														
Bowler Jane Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Mousaw Laurie Conroe Cnm	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Karo Ronald Solomon Md	Practitioner - Non-Primary Care Provider (PCP)														
Layden Michael A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Tan Henry T Md	Practitioner - Non-Primary Care Provider (PCP)														
Burke Jae L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Kokernot Bruce Glenn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Kim John H	Practitioner - Non-Primary Care Provider (PCP)														
Slatch Harry H Md	Practitioner - Non-Primary Care Provider (PCP)														
Poulos Artemis E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Van Dien Mark R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				
Cernii Aura	Practitioner - Non-Primary Care Provider (PCP)	✓					✓				✓				



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Dosiek Kathleen Marion-Helen	Practitioner - Non-Primary Care Provider (PCP)											
Michaud Candy	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Crowl Lauren L Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Butler Tamar A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Desiderio Robert	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sandwick Lorraine Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Reddy Suguna C	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Peluso Peter	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ferrari Paul	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Greene Jill	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Howard Jeffrey Gold	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Stewart Courtney Jean	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bromley Erin Michelle	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Minnick Kate Franklin	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Giffin Mona	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Knill Kelly A Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Byrne William Md	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Militar Epifanio Iguidez Md	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Nickel Jonathan Aaron Md	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Whitehead Michael Baldwin	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hankins Mark F	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Taulbee Jill	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Sarr Lynn Marie	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Ei Azouy Paul Gergi	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Rodenmayer Wade Harold Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Parker Kathryn Day	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Parikh Leslie Russell	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Khaliq Mahpara	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Boon Rebecca R Rn	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Kocan Sonja J	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		
Bell Jamey	Practitioner - Non-Primary Care Provider (PCP)						✓			✓		



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Mejias Vivian Socorro Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Eric Andre Gauthier	Practitioner - Non-Primary Care Provider (PCP)											
Kanouse Zachary Alan	Practitioner - Non-Primary Care Provider (PCP)											
Bronson Jenny L	Practitioner - Non-Primary Care Provider (PCP)											
Smith Bernard	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dailey Joanna	Practitioner - Non-Primary Care Provider (PCP)											
Marshall Stephanie	Practitioner - Non-Primary Care Provider (PCP)											
Draper Ashley Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Carbone Laura G	Practitioner - Non-Primary Care Provider (PCP)											
Michaelson David I Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Stanley Andrew C Md	Practitioner - Non-Primary Care Provider (PCP)											
Petroski Rayford Andrew	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Shou Jason	Practitioner - Non-Primary Care Provider (PCP)											
Pillen John Stuart	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Henry Brian David	Practitioner - Non-Primary Care Provider (PCP)											
Richards Kim Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Aunchman Nicholas	Practitioner - Non-Primary Care Provider (PCP)											
Walters Valencia Jana'E	Practitioner - Non-Primary Care Provider (PCP)											
Duana Jackline Hanyor	Practitioner - Non-Primary Care Provider (PCP)											
Mahood Harry Wallace Jr	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Federman Jay S Md	Practitioner - Non-Primary Care Provider (PCP)											
Hinman Stephen Paul Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ripich Gregory Guido Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Coleman Kenneth Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Kamenir Steven A Md	Practitioner - Non-Primary Care Provider (PCP)											
Qubti Marzouq Awni	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
De La Vega Maria Teresa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Nye Gary	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Keyser Steven S	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Christine M Stanavich	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Velsini Erin L	Practitioner - Non-Primary Care Provider (PCP)											



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Nelson Jessica Rae	Practitioner - Non-Primary Care Provider (PCP)											
Lamberton April L	Practitioner - Non-Primary Care Provider (PCP)											
Jenks James E Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Simpson Cynthia L	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Raga Gary D	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Dorflinger Joseph Lcsw	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Barry Kelly	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Cohen Donna Marie	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Shamosh Steven Edward	Practitioner - Non-Primary Care Provider (PCP)											
Lee Allens S	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Marshall Deborah Polt	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Davis Noah J	Practitioner - Non-Primary Care Provider (PCP)											
Althoff Robert Russell	Practitioner - Non-Primary Care Provider (PCP)											
Gregg Michael	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Fuller Katy Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Palmer Aaron R Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Earshen Amy	Practitioner - Non-Primary Care Provider (PCP)											
Leverenz Keith C Md	Practitioner - Non-Primary Care Provider (PCP)											
Van Deusen Heidi Harlow	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Winget Joseph F Md	Practitioner - Non-Primary Care Provider (PCP)											
Coates Ryan W	Practitioner - Non-Primary Care Provider (PCP)											
Rau Stefan Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Reeves Sherry L	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Waickman Leo Anthony Md	Practitioner - Non-Primary Care Provider (PCP)											
Bunn William Bruce Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Conjalka Michael S Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Conner William	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
De Jesus Maria Arsyl Dulay	Practitioner - Non-Primary Care Provider (PCP)											
Dorsey Daniel	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Sandra L Foster	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Golden Julie Anne	Practitioner - Non-Primary Care Provider (PCP)											



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Jenison Matthew Clark	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Capron Danette Mrs.	Practitioner - Non-Primary Care Provider (PCP)											
Tejera Paul Manuel	Practitioner - Non-Primary Care Provider (PCP)											
Perazzelli Stephen Michael	Practitioner - Non-Primary Care Provider (PCP)											
Ayers Remington W	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ullah Omad	Practitioner - Non-Primary Care Provider (PCP)											
Martin Steven Wayne	Practitioner - Non-Primary Care Provider (PCP)											
Duffy John Sparrow	Practitioner - Non-Primary Care Provider (PCP)											
Haley Paul F	Practitioner - Non-Primary Care Provider (PCP)											
Harbeck Tara Noreen	Practitioner - Non-Primary Care Provider (PCP)											
Bombard Ellen W Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Shah Rajiv Shantilal Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Thesee Ronald	Practitioner - Non-Primary Care Provider (PCP)											
Schumacher Stefan G	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wilson Charles Richard Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Agresta John J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ferguson-Yarush Michelle	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jones Todd William	Practitioner - Non-Primary Care Provider (PCP)											
Antiles Michelle E Md	Practitioner - Non-Primary Care Provider (PCP)											
Calyer Kevin C Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Gort Dennis A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ares Carlos Alfredo Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Barnes Charles R Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Grunewald Karen Burke Np	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fina Terrence J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tobin Margaret Mary	Practitioner - Non-Primary Care Provider (PCP)											
Sanghi Harishankar Lal Md	Practitioner - Non-Primary Care Provider (PCP)											
Haggarty Marie Wilson	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Buehler-Brandt Mary A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
O'Connor Lisa Marie	Practitioner - Non-Primary Care Provider (PCP)											
Thompson Edward Palmer	Practitioner - Non-Primary Care Provider (PCP)											



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Meraz Angela Rose	Practitioner - Non-Primary Care Provider (PCP)											
Taylor Amanda L	Practitioner - Non-Primary Care Provider (PCP)											
Bhatti Yusuf K	Practitioner - Non-Primary Care Provider (PCP)											
Seale Melissa Teresa	Practitioner - Non-Primary Care Provider (PCP)											
Macelaru Dragos	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bain Sean R Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Snider Adam D	Practitioner - Non-Primary Care Provider (PCP)											
Gould Shannon L Phd	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Baker Katherine A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Zhu Gaoyong Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dodge Christopher Ashby	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Garrand Timothy J Md	Practitioner - Non-Primary Care Provider (PCP)											
Rooks Mary J Cnm	Practitioner - Non-Primary Care Provider (PCP)											
Cahill Anne Therese	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Manor Denis P Md	Practitioner - Non-Primary Care Provider (PCP)											
Kearney John R Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Weiderman Rebecca Ashley	Practitioner - Non-Primary Care Provider (PCP)											
Kuettel Thomas J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kabir Mohammad Humayun Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dolan Kathryn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Peck Jennifer	Practitioner - Non-Primary Care Provider (PCP)											
Popowich-Ihne Sophie Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Morgan Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Richard Denise Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Rossetti David	Practitioner - Non-Primary Care Provider (PCP)											
Prime Donna Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Lau Kevin Md	Practitioner - Non-Primary Care Provider (PCP)											
Jewell Lorna Leah	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Carillo Dominick John	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Carson Stephen Douglas Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Glick Brian H Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Cooper Vincent T Md	Practitioner - Non-Primary Care Provider (PCP)											
Spencer Taylor	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Levine Matthew D Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Nguyen Duyen Hau	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Moskowitz Holly	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Gilman Ashley C	Practitioner - Non-Primary Care Provider (PCP)											
Moziak Michael Allen	Practitioner - Non-Primary Care Provider (PCP)											
Braico Lia Brooke	Practitioner - Non-Primary Care Provider (PCP)											
Young Keith	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hixson Edward G Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Otto Russell Raymond Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Weidner Karen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
L'Episcopo James	Practitioner - Non-Primary Care Provider (PCP)											
Gabriel Antoine Makram	Practitioner - Non-Primary Care Provider (PCP)											
Filanova Vincent Dds	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Loving Jeremy James	Practitioner - Non-Primary Care Provider (PCP)											
Wakim Matthew Gregory	Practitioner - Non-Primary Care Provider (PCP)											
Lesage Francois Daniel	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Behar Susan L Md	Practitioner - Non-Primary Care Provider (PCP)											
Stout Robert W	Practitioner - Non-Primary Care Provider (PCP)											
Berry Wendy Marshall	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wasiczko Robert J Md	Practitioner - Non-Primary Care Provider (PCP)											
Rao Leela	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Walton Sarah Anne	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mursi Hanan	Practitioner - Non-Primary Care Provider (PCP)											
Yanulavich Terrienne Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Black Erica	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sears Robert Joel	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fisher Julie	Practitioner - Non-Primary Care Provider (PCP)											
Rajtar Peter Paul	Practitioner - Non-Primary Care Provider (PCP)											
Dousharm Mary	Practitioner - Non-Primary Care Provider (PCP)											



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Weber Christopher John	Practitioner - Non-Primary Care Provider (PCP)											
Stack Kimberly Marie	Practitioner - Non-Primary Care Provider (PCP)											
Mairs Michael A Md	Practitioner - Non-Primary Care Provider (PCP)											
Piacentine Stephen Michael	Practitioner - Non-Primary Care Provider (PCP)											
Curley Bryan David	Practitioner - Non-Primary Care Provider (PCP)											
Deangelis Christopher Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Holland Michael G Md	Practitioner - Non-Primary Care Provider (PCP)											
Shah Shiraj	Practitioner - Non-Primary Care Provider (PCP)											
Denious Edward Park Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Bettez Maurice Md	Practitioner - Non-Primary Care Provider (PCP)											
Lazar Beverly	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Kleffner Peter Robert	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Crystal Sara	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Miller Kristin Marie	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Rapoport Dov Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Gokey Emily	Practitioner - Non-Primary Care Provider (PCP)											
Roberts Sheri	Practitioner - Non-Primary Care Provider (PCP)											
Sudfeld Kari Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Sanchez Daniel Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Carey Kevin T Md	Practitioner - Non-Primary Care Provider (PCP)											
Bajaj Ritu	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Kisiel Michelle M	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Mcauliffe John Daniel Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Ng Bernard Tze-Shun	Practitioner - Non-Primary Care Provider (PCP)											
Kim Duck J Pc Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Roebuck Brooke M	Practitioner - Non-Primary Care Provider (PCP)											
Obrian Christopher Cross	Practitioner - Non-Primary Care Provider (PCP)											
Goldberg Carol Gene Phd	Practitioner - Non-Primary Care Provider (PCP)											
Labier Brian	Practitioner - Non-Primary Care Provider (PCP)											
O'Donnell Paul C Od	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Judge Erin M	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		



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Hurwitz Craig G Md	Practitioner - Non-Primary Care Provider (PCP)											
Czerwinski Maria H Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bever Alyson	Practitioner - Non-Primary Care Provider (PCP)											
Gearhart Amber	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Powers Christin Elyne	Practitioner - Non-Primary Care Provider (PCP)											
Carr Catina	Practitioner - Non-Primary Care Provider (PCP)											
Oberg Gary David	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Limes Britton J Md	Practitioner - Non-Primary Care Provider (PCP)											
Brown Susan B	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Carson Eric Robert Od	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Spronk Wayne Glenn Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lam Timothy	Practitioner - Non-Primary Care Provider (PCP)											
Torrance Jacqueline	Practitioner - Non-Primary Care Provider (PCP)											
Scarpelli Peter Anthony	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kennedy Sean Michael Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
West Karen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Baker Joshua P	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ward Timothy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Slim Hanna	Practitioner - Non-Primary Care Provider (PCP)											
Abodeely Adam J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sapovits John D	Practitioner - Non-Primary Care Provider (PCP)											
Globokar Joseph	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tatone Kelsey H	Practitioner - Non-Primary Care Provider (PCP)											
Bombard Tiffany	Practitioner - Non-Primary Care Provider (PCP)											
Dusha Marguerite C	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Becker Andrea J	Practitioner - Non-Primary Care Provider (PCP)											
Laporte Jacki Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Cecot Krista Lynn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mondella Alexis Maria	Practitioner - Non-Primary Care Provider (PCP)											
Peek Brianna Kate	Practitioner - Non-Primary Care Provider (PCP)											
Hite Rachael A	Practitioner - Non-Primary Care Provider (PCP)											



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Miller Myrna Broun	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ludlow Jonathan Paul Od	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Loftus Matthew S	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Leonard Karen S	Practitioner - Non-Primary Care Provider (PCP)											
Rehany Mordi Md	Practitioner - Non-Primary Care Provider (PCP)											
Hughes Mary	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Smith Bradley G Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tarnoff Stephen J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hughes Richard A Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Archuleta Richard Dwayne	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Corcoran Richard F	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Melbourne John Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Pollock Max Roseneberg	Practitioner - Non-Primary Care Provider (PCP)											
Loka Alfred M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Benardot Melissa Jo	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Matima Mabatho Lucia	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Baker Mary Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Rumbutis Michael J Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Gharagozloo Ali M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kernan Kathryn Cnm	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Alix Maura	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Garg Vinod Kumar	Practitioner - Non-Primary Care Provider (PCP)											
Maher Elizabeth Md	Practitioner - Non-Primary Care Provider (PCP)											
Filippone Nicholas D Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Djalo Annabi	Practitioner - Non-Primary Care Provider (PCP)											
Choudry Shazia Amber	Practitioner - Non-Primary Care Provider (PCP)											
Frasier Kasandra C	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Brown Ashley M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Eustaquio Cheryl	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Nguyen Rita Vy	Practitioner - Non-Primary Care Provider (PCP)											
Parslow Michael Scott	Practitioner - Non-Primary Care Provider (PCP)											



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Dembowski Charles Andrew Od	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lieb Irwin Michael Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Torregrossa Martha	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mir Sadaf Nasim	Practitioner - Non-Primary Care Provider (PCP)											
Roldan Ernesto	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Smith Karen Louise	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Zanetti Alexandra	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mackinnon Justin	Practitioner - Non-Primary Care Provider (PCP)											
Reynolds Toussaint Andre	Practitioner - Non-Primary Care Provider (PCP)											
Rogers Eric Willard	Practitioner - Non-Primary Care Provider (PCP)											
Lusignan Thomas Lawrence	Practitioner - Non-Primary Care Provider (PCP)											
Cook Matthew B	Practitioner - Non-Primary Care Provider (PCP)											
Ferdman Barbara Rae	Practitioner - Non-Primary Care Provider (PCP)											
Savage John Bodeker Jr	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hayes Jennifer Whalen Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Rowley Jennifer	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lowenstein Berta	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Gorgas Laurie J Do	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Pliscotsky Gail	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Finkowski Michael J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jacobson Molly T	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Suna Carla Joyce	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Southworth Krista Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kedar Eyal	Practitioner - Non-Primary Care Provider (PCP)											
Cadet Stanley D	Practitioner - Non-Primary Care Provider (PCP)											
Miller Kristine	Practitioner - Non-Primary Care Provider (PCP)											
Nobel-Maxwell Jane	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ruelos Emilio Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lorenc Jason Daniel Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Macco Lynne E Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hinson Robin Marie Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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King John F Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Menia Todd Gene Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Oakes Anna	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Howard Melanie Daryl	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Martin Katie	Practitioner - Non-Primary Care Provider (PCP)											
Quaresima Mark Andrew	Practitioner - Non-Primary Care Provider (PCP)											
Kinter Suzanne	Practitioner - Non-Primary Care Provider (PCP)											
Rowley Patrick J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Cotton Paul	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Culliton Timothy A Dpm	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Healey Mark A Md	Practitioner - Non-Primary Care Provider (PCP)											
Bertuch Franklin	Practitioner - Non-Primary Care Provider (PCP)											
Turrin Riccardo Md	Practitioner - Non-Primary Care Provider (PCP)											
Jagoda Albert G Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Prell M.	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Homenick Michael P Phd	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Somoza Clara Emma Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Snyder Jacqueline C	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcdermott Brian	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hindson David Fessler	Practitioner - Non-Primary Care Provider (PCP)											
Isecke Dennis	Practitioner - Non-Primary Care Provider (PCP)											
Clark Melinda Marie	Practitioner - Non-Primary Care Provider (PCP)											
Martin Jessica Erin	Practitioner - Non-Primary Care Provider (PCP)											
Johnston Shae Elizabeth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Davidson Brooke Alison	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Santoro Dino	Practitioner - Non-Primary Care Provider (PCP)											
Liljeberg Betsy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ferrera Peter Charles Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Feyer Rainer G	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Alvarez Luz F Md	Practitioner - Non-Primary Care Provider (PCP)											
Schwartz Charles Frederick	Practitioner - Non-Primary Care Provider (PCP)											



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Bonnabesse Thierry P Md	Practitioner - Non-Primary Care Provider (PCP)														
Deangelo Renae S	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Hollis Kell Rose	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Togbe Bennet	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Chater Michael George	Practitioner - Non-Primary Care Provider (PCP)														
Hammond Patricia Connolly	Practitioner - Non-Primary Care Provider (PCP)						✓							✓	
Tomaski Sara Helene	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Nguyen May Hang	Practitioner - Non-Primary Care Provider (PCP)														
Freiligh Rebecca Ann	Practitioner - Non-Primary Care Provider (PCP)														
Zuis Madison	Practitioner - Non-Primary Care Provider (PCP)														
Walton Benita Jo	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Finch Richard Paul	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Parker Colleen M	Practitioner - Non-Primary Care Provider (PCP)														
Vanwagner Kris Adwards	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Lodha Seema A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Stevenson Jill Pa-C	Practitioner - Non-Primary Care Provider (PCP)														
Hausrath Carla Kay	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Jackson Peter Romney	Practitioner - Non-Primary Care Provider (PCP)														
Garg Amit	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Divak Michael Norman	Practitioner - Non-Primary Care Provider (PCP)														
Fisk Connie Lynn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Colwell Kristina Marie	Practitioner - Non-Primary Care Provider (PCP)														
Ellis Jami L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Siouffi Samer Youseff Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Raffai Elemer	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Meier Michele	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Ditta Salvatore M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Schwab Marjorie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Anderson Julie A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Fleming Cathy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	
Pabst Theodore Shuster Iii Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓							✓	



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Provider Name	Provider Category	2.a.i	2.a.ii	2.a.iv	2.b.viii	2.d.i	3.a.i	3.a.ii	3.a.iv	3.g.i	4.a.iii	4.b.ii
Kent Michelle Lynn Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Eastman Michelle Lee	Practitioner - Non-Primary Care Provider (PCP)											
Keating Patricia Lcsw	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sasaran Luminita	Practitioner - Non-Primary Care Provider (PCP)											
Miller Linda	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Daigle Linda A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Reese Linda Jeanne	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Imobersteg Albert Michael Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Roi M Lotan Md	Practitioner - Non-Primary Care Provider (PCP)											
Tolge David Paul	Practitioner - Non-Primary Care Provider (PCP)											
Terrien Jessica	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Brennan Jennifer Elaine	Practitioner - Non-Primary Care Provider (PCP)											
Tesi Julie Ann	Practitioner - Non-Primary Care Provider (PCP)											
Dibben Eric	Practitioner - Non-Primary Care Provider (PCP)											
Franke Mark Lee Dds	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Davidowitz Marvin Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kayalar Atilla	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Canales Luis Ivan Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Seifer Frederic	Practitioner - Non-Primary Care Provider (PCP)											
Dickson Matthew Jordan Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Cummings Robert Sumner Jr	Practitioner - Non-Primary Care Provider (PCP)											
Stark Sally Magdalene	Practitioner - Non-Primary Care Provider (PCP)											
Nevins David Anthony Pa	Practitioner - Non-Primary Care Provider (PCP)											
Marynczak Julian M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Griffin Karen R	Practitioner - Non-Primary Care Provider (PCP)											
Perrier Luc Md	Practitioner - Non-Primary Care Provider (PCP)											
Everly Charles Andrew	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Galusha Jill Brisbin	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dishman Leonardo Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wiggan Dahlia G	Practitioner - Non-Primary Care Provider (PCP)											
Hyon Sung	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Popper Joseph Edward	Practitioner - Non-Primary Care Provider (PCP)											
Lieberum Bridget	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Domalewicz Jessica Mrs.	Practitioner - Non-Primary Care Provider (PCP)											
Bae Jina Md	Practitioner - Non-Primary Care Provider (PCP)											
Crane Jessica Blythe	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Dafler Phil Stewart Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Scherer Harvey D	Practitioner - Non-Primary Care Provider (PCP)											
Stoian Alexandru Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Baker Danielle M	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Garfield Ryan John	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Tomb Suzanne E Csw	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Meness Debra	Practitioner - Non-Primary Care Provider (PCP)											
Thornton Allen	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hahm Robert	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Shaw Colleen Margaret	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Comins Kara S Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Akin Lee H	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Luciani Maria	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Conine Connie L	Practitioner - Non-Primary Care Provider (PCP)											
Ayre Harvey Brandon Md	Practitioner - Non-Primary Care Provider (PCP)											
Pringle Robert Charles Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hagan Catherine A Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Kier-Merrihew Susan Np	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Miller Nelson L Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
142-36-5727wright James	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Williams Teresa Marie Giaquinto	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Mason Theresa B	Practitioner - Non-Primary Care Provider (PCP)											
Wolfe Heidi	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Englert Linda	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Burns Eve Marie	Practitioner - Non-Primary Care Provider (PCP)											
Morse Terri	Practitioner - Non-Primary Care Provider (PCP)											



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Weiss Stephanie R	Practitioner - Non-Primary Care Provider (PCP)											
Harris Charles Rashid	Practitioner - Non-Primary Care Provider (PCP)											
Donnelly Ryan Michael	Practitioner - Non-Primary Care Provider (PCP)											
Treadwell Nanette D Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Adler Bonnie E Np	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Lynn Ellen Schneider	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Crane Jr William G	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Biss Lynette M	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hatfield Jessica Rae Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Shahabuddin Arif	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Ciolac George Alexandru	Practitioner - Non-Primary Care Provider (PCP)											
Ebrahim Suzy William	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Atwater Lyndsey M	Practitioner - Non-Primary Care Provider (PCP)											
Banu Dragos	Practitioner - Non-Primary Care Provider (PCP)											
Reed Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Brackett Emma Jean	Practitioner - Non-Primary Care Provider (PCP)											
Seymour Tonya Jean	Practitioner - Non-Primary Care Provider (PCP)											
Wilson Allison Marie	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Braiman Jonathan Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Davis Christopher John	Practitioner - Non-Primary Care Provider (PCP)											
Kane Rebecca A	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Good Wallace H Jr Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Nordberg Robert Emmanuel Jr	Practitioner - Non-Primary Care Provider (PCP)											
Shahata Hani Laoiz	Practitioner - Non-Primary Care Provider (PCP)											
Rehman Hamid Azizur Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Collins Keith Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Solby Stacey J	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Reimenschneider Justin	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Berlin Julian	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Portuese Richard	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Storer Brandi	Practitioner - Non-Primary Care Provider (PCP)											



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Rose Bethany	Practitioner - Non-Primary Care Provider (PCP)											
Mitchell Robert Alexander Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Reisman Richard Jay Dds	Practitioner - Non-Primary Care Provider (PCP)											
Soucy Anne J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mckenna James Robert	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kristoffer Philip Neu	Practitioner - Non-Primary Care Provider (PCP)											
Nelson Sarah Wells Md	Practitioner - Non-Primary Care Provider (PCP)											
Lynch Matthew Clyde Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bown Melissa Ann	Practitioner - Non-Primary Care Provider (PCP)											
Sauer-Jones Donna Susan	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hennessey Mary	Practitioner - Non-Primary Care Provider (PCP)											
Prevo William Philip	Practitioner - Non-Primary Care Provider (PCP)											
Coombe Kaitlyn	Practitioner - Non-Primary Care Provider (PCP)											
Disney George Alan Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lauzon Gerald R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hunter Linda	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Broderick John D Jr Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Nedim Hukovic	Practitioner - Non-Primary Care Provider (PCP)											
William Pace Md	Practitioner - Non-Primary Care Provider (PCP)											
John Bushway	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Diane Jean Hakey Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dumitrescu Claudia	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ferris Jaime	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kilgore Dona Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Scanlan-Rathbun Nancy M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Polniak Noelle Elizabeth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Johnston Taryn	Practitioner - Non-Primary Care Provider (PCP)											
Pinegar David Mark	Practitioner - Non-Primary Care Provider (PCP)											
Tbeur Yasmina	Practitioner - Non-Primary Care Provider (PCP)											
Bersch Keith Thomas	Practitioner - Non-Primary Care Provider (PCP)											
Blackburn Chame Curtis Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Dimartino Mark	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Maddocks Raymond A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Burns Lisa Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Strauss David Noah Md	Practitioner - Non-Primary Care Provider (PCP)											
Masterson Maureen M	Practitioner - Non-Primary Care Provider (PCP)											
Brula Abdul Qadir	Practitioner - Non-Primary Care Provider (PCP)											
Mutryn-Macgiff Margaret	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Coman Theresa Durham	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ahmed Shahid	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tao Haiyang	Practitioner - Non-Primary Care Provider (PCP)											
Kouns Nathaniel Alfredo	Practitioner - Non-Primary Care Provider (PCP)											
Martin Elizabeth Mrs.	Practitioner - Non-Primary Care Provider (PCP)											
Rachel Wolfield	Practitioner - Non-Primary Care Provider (PCP)											
Farag Ahmed Saad Mostafa Ebeid	Practitioner - Non-Primary Care Provider (PCP)											
Stinson David K Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Staub William F Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Schreck Michael J Md	Practitioner - Non-Primary Care Provider (PCP)											
Chechelashvili Archil	Practitioner - Non-Primary Care Provider (PCP)											
Goldfarb Jeremy	Practitioner - Non-Primary Care Provider (PCP)											
Glass Howard A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Youssef Eiad	Practitioner - Non-Primary Care Provider (PCP)											
Reddy Nikalesh	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ross Amanda H	Practitioner - Non-Primary Care Provider (PCP)											
Compton Vivian Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Zawahir Mohamed M	Practitioner - Non-Primary Care Provider (PCP)											
Hoffman Stuart Michael	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Yovanoff James Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Connery Lisa Eve Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Peters Robert Lcsw	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Spurbeck Brenda Lyn	Practitioner - Non-Primary Care Provider (PCP)											
Vieth Julie Taylor	Practitioner - Non-Primary Care Provider (PCP)											



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Smith Allison Courtney	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Beller Jennifer Perrine	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ross Leigh	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lee David	Practitioner - Non-Primary Care Provider (PCP)											
Moy-Brown Terry Ann	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Aigbe Nosa	Practitioner - Non-Primary Care Provider (PCP)											
Gebremichael Amine Fessemagiorgis	Practitioner - Non-Primary Care Provider (PCP)											
Hilger Terry	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Gillani Aqeel Abbas Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Peterson Charles Craig Md	Practitioner - Non-Primary Care Provider (PCP)											
Hogan James E Pra	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dodd Jack Edward Jr	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Arenas Gilbert D	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Smith Derek W	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Pate James Webster	Practitioner - Non-Primary Care Provider (PCP)											
Zaborek Dorota	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Riley Jacqueline B	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tanavde Sadhana A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Weber Julia Vlada	Practitioner - Non-Primary Care Provider (PCP)											
Thompson Erika	Practitioner - Non-Primary Care Provider (PCP)											
El Daouk Manal	Practitioner - Non-Primary Care Provider (PCP)											
Harding Michele Jean	Practitioner - Non-Primary Care Provider (PCP)											
Paddock Bradley H Md	Practitioner - Non-Primary Care Provider (PCP)											
Berlin Richard M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Slingerlands Emily Easterly	Practitioner - Non-Primary Care Provider (PCP)											
Parisi Patrick J	Practitioner - Non-Primary Care Provider (PCP)											
Miles Michael	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Asar Mariam H	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Merrihew Carol	Practitioner - Non-Primary Care Provider (PCP)											
Weinberg Nicholas Eric	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Alimi Adebisi Olubunmi	Practitioner - Non-Primary Care Provider (PCP)											



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King Jessica Sheri	Practitioner - Non-Primary Care Provider (PCP)											
Miller Craig F	Practitioner - Non-Primary Care Provider (PCP)											
Stefic Regina Cirillo	Practitioner - Non-Primary Care Provider (PCP)											
Samach Andrew Jay Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Lee Jungeun Jay	Practitioner - Non-Primary Care Provider (PCP)											
Miller Ranford V	Practitioner - Non-Primary Care Provider (PCP)											
Stein Mary Elizabeth Sarah	Practitioner - Non-Primary Care Provider (PCP)											
Sabella Shawn Mr.	Practitioner - Non-Primary Care Provider (PCP)											
Ryan Susan F	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Pellerin Gene R Jr Do	Practitioner - Non-Primary Care Provider (PCP)											
Rosenberger Peter	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Gorman Eric	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Wessel Richard Fredrick Jr	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Wunderlich Kathleen L	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Hyatt Carly Jean	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Velarde Geoffrey Cayas Np	Practitioner - Non-Primary Care Provider (PCP)											
Brown Krysta Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Labombard Monique	Practitioner - Non-Primary Care Provider (PCP)											
Iannotti Polly Jane	Practitioner - Non-Primary Care Provider (PCP)											
Levenson Mark Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Ritz Howard J Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Sonnenberg Steven James Md	Practitioner - Non-Primary Care Provider (PCP)											
Broege Phyllis	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Van Auken Jean E	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Simor Ginger Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Rosenstein Jerome H Md	Practitioner - Non-Primary Care Provider (PCP)											
Cumm Shaun Thomas	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Malette Dyan Marie	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Potter Adele W	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Jagalur Manohar R Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Mariani Mara Lynn	Practitioner - Non-Primary Care Provider (PCP)											



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Laursen Daria Ann	Practitioner - Non-Primary Care Provider (PCP)											
Rozell Megan Amber	Practitioner - Non-Primary Care Provider (PCP)											
Ceamitru Dragos	Practitioner - Non-Primary Care Provider (PCP)											
Dworkin Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Tatar Linda Marcotte	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Griffin John Patrick Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Murawski Julie Lynn	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Curilla Daniel	Practitioner - Non-Primary Care Provider (PCP)											
Gearwar David C	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Meneses Claudia Lorena	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Chaudry Asim Rafi	Practitioner - Non-Primary Care Provider (PCP)											
Short Morgan	Practitioner - Non-Primary Care Provider (PCP)											
Buchanan Titiana Alexeevna	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Reed Amanda Catherine	Practitioner - Non-Primary Care Provider (PCP)											
Mazzone Ryan John	Practitioner - Non-Primary Care Provider (PCP)											
Hixson Karen A Np	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Julio A Lemos Md	Practitioner - Non-Primary Care Provider (PCP)											
Daigle Richard Arthur Jr	Practitioner - Non-Primary Care Provider (PCP)											
Burwell Melinda D Rpt	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Bregel Peter W	Practitioner - Non-Primary Care Provider (PCP)											
Delvaux Kylee	Practitioner - Non-Primary Care Provider (PCP)											
Cooney Elizabeth Jane	Practitioner - Non-Primary Care Provider (PCP)											
Scott Kathleen Holland	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Frank Wendy L	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Redmond Terri Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Gravell Brianne Lee	Practitioner - Non-Primary Care Provider (PCP)											
Brown Danielle	Practitioner - Non-Primary Care Provider (PCP)											
Moore Deceil	Practitioner - Non-Primary Care Provider (PCP)											
Dalpe Joanne Linda Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Cross Robert	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Bashir Iqbal Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		



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Rietsema Wouter Jam Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Shriver Kren K	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kopels Morris Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Krishnarasa Balakumar	Practitioner - Non-Primary Care Provider (PCP)											
Mark Lisa Ann Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hill Harry A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Cooper Kenneth R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Depoo Deowchand	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Miron Carrie Beth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Shepard Timothy Folsom	Practitioner - Non-Primary Care Provider (PCP)											
Mccarthy Erin	Practitioner - Non-Primary Care Provider (PCP)											
Morey Thomas E	Practitioner - Non-Primary Care Provider (PCP)											
Samenfeld-Specht James	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Zimmer Paula Stewart	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Astruc Manuel Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Letham Linda W	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Merrick James Gerard	Practitioner - Non-Primary Care Provider (PCP)											
Saunders Richard A Md	Practitioner - Non-Primary Care Provider (PCP)											
Dunn Matthew G Do	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Movsas Sheryl Beth Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Nocilla Frank John Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Constantino Mary Helen	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Yun Charles	Practitioner - Non-Primary Care Provider (PCP)											
Mchugh Robert	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wilcox Haley R	Practitioner - Non-Primary Care Provider (PCP)											
Hanna Stephen Michael	Practitioner - Non-Primary Care Provider (PCP)											
Leo Carol	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Curry Stephan Robert Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Miller Tricia D	Practitioner - Non-Primary Care Provider (PCP)											
Welch David G Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bradley William Allen Md	Practitioner - Non-Primary Care Provider (PCP)											

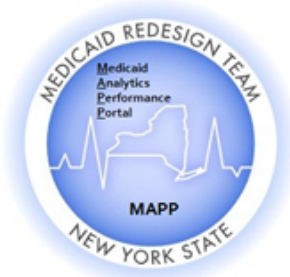


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Phillip James L Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓					
Wolkowicz Joel Mark Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Menzel Charles H Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fuentes Francisco	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Volk Charles Philip Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Morhisa John	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Davila Theresa Ann	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tatarevic Enida	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wasacz Enid	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcdonough James A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Cioppa Donna M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Linden Eva	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Alexis Anel	Practitioner - Non-Primary Care Provider (PCP)											
Jones Heather Genevieve	Practitioner - Non-Primary Care Provider (PCP)											
Mullen Michael Lee Md	Practitioner - Non-Primary Care Provider (PCP)											
Gorman Deborah	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Schultz Mona W	Practitioner - Non-Primary Care Provider (PCP)											
Bezio Katherine E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Chapman Dean	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Grakov Stoyan	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Irish Noni	Practitioner - Non-Primary Care Provider (PCP)											
Jenks Melissa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dargie Peter J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jhaveri Jayant J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Rasinehad Rustom A Pc Md	Practitioner - Non-Primary Care Provider (PCP)											
Gaedtke Dorit D Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jones-Kingman Theresa	Practitioner - Non-Primary Care Provider (PCP)											
Derning Karie Ann	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Schechter Jay F Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Brandy Christopher F Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lombardi Anthony	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Mullaney Dennis Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Indelicato Lori Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Boswell-Davies Stephanie Mae	Practitioner - Non-Primary Care Provider (PCP)											
Martin Julie Anne	Practitioner - Non-Primary Care Provider (PCP)											
Bullock Alaina	Practitioner - Non-Primary Care Provider (PCP)											
Pullmain Alyssa	Practitioner - Non-Primary Care Provider (PCP)											
Lefner Jennifer Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Sukumaran Sunitha	Practitioner - Non-Primary Care Provider (PCP)											
Duffy Timothy Michael	Practitioner - Non-Primary Care Provider (PCP)											
Cecil Russell N A Md	Practitioner - Non-Primary Care Provider (PCP)											
Collins Robert L Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kamal Farhana Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jackson Wayne J Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fish Rowan	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lawlor Pamela J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Pierson Kristina Mrs.	Practitioner - Non-Primary Care Provider (PCP)											
Stern Gail	Practitioner - Non-Primary Care Provider (PCP)											
Donato Danielle	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wenzler Fritz Mr.	Practitioner - Non-Primary Care Provider (PCP)											
Susan La Porta Pa-C	Practitioner - Non-Primary Care Provider (PCP)											
Reinhardt Elizabeth Rose	Practitioner - Non-Primary Care Provider (PCP)											
Horrocks James Richard	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Shumway Jessica Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Fusella Nicholas Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Denman Sharon	Practitioner - Non-Primary Care Provider (PCP)											
Becker Warren Alan Do	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kolesnikov Daniel	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dibella Michael David P Md	Practitioner - Non-Primary Care Provider (PCP)											
Hogan Robert G Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Alloy David A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Joyce Terri E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Hagadorn Michael L Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Johnston Andrea	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Goertzen Danielle Kristy L Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Reinhardt Pamela A Md	Practitioner - Non-Primary Care Provider (PCP)											
Hand Sarah Jean	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lilly Joan	Practitioner - Non-Primary Care Provider (PCP)											
Poquette Matthew	Practitioner - Non-Primary Care Provider (PCP)											
Rich Heather	Practitioner - Non-Primary Care Provider (PCP)											
Baxt Brian D Md	Practitioner - Non-Primary Care Provider (PCP)											
Small Dennis C Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jordan Mark Md	Practitioner - Non-Primary Care Provider (PCP)											
Golberg Jonathan I Md	Practitioner - Non-Primary Care Provider (PCP)											
Koloms Debra Anne Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Boyer Miriam B	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Nijjar Gurkirpal S Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Knef Daniel W Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Peca Margaret B	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Massonne Mary Lynn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Heysler Rebecca A Np	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Reid Darcy Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Paszko Andrew	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Seleverstov Oleksandr	Practitioner - Non-Primary Care Provider (PCP)											
Healey Brenda Md	Practitioner - Non-Primary Care Provider (PCP)											
Cooper Karen Md	Practitioner - Non-Primary Care Provider (PCP)											
Gronstedt Gary Joe	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Tuczynski Kathryn E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Oneill Tina Marie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ciccateri Ruth A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Black Trevor	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Brabon Noele Ms.	Practitioner - Non-Primary Care Provider (PCP)											
Kelly J Maley	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Hayes Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Kang Heesung Nicholas	Practitioner - Non-Primary Care Provider (PCP)											
Kurtz Bryan E Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Cady Robert B Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Greenhouse Jeffrey A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Alagna Paul G Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Vaccaro Anthony	Practitioner - Non-Primary Care Provider (PCP)											
Knight William	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Verma Shri Kris	Practitioner - Non-Primary Care Provider (PCP)											
Blackburn Georgia A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mastrangelo John Armand	Practitioner - Non-Primary Care Provider (PCP)											
Patunoff Casey	Practitioner - Non-Primary Care Provider (PCP)											
Madiraju-Srinivas Satish	Practitioner - Non-Primary Care Provider (PCP)											
Apridonidze Teimuraz	Practitioner - Non-Primary Care Provider (PCP)											
Van Dorn Dana L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Heathcote Elizabeth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ames Sara	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Desmarais Vanessa Toss	Practitioner - Non-Primary Care Provider (PCP)											
Jack Richard	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ali Syed Haider Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Toole Nancy E Lcsw	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Stepanets Gregory B	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Balassone Margaret Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Schned Laura	Practitioner - Non-Primary Care Provider (PCP)											
Wintle Catherine Ann	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Villafuerte Cererino Reyes	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Girling Douglas	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Morrissey Nancy L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Gardner Keri	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wagner David	Practitioner - Non-Primary Care Provider (PCP)											
Zayas Mary P	Practitioner - Non-Primary Care Provider (PCP)											



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Hill Adam Douglas	Practitioner - Non-Primary Care Provider (PCP)											
Falardeau Jodi L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bovair Jamie Denise	Practitioner - Non-Primary Care Provider (PCP)											
Markwith Alisa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Fear Philip J Md	Practitioner - Non-Primary Care Provider (PCP)											
Grinberg-Funes Diego J Md	Practitioner - Non-Primary Care Provider (PCP)											
Rizzo Paul Vincent	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Burke Grace Yvonne	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Messercola Stephanie Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Berard Marco R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Grudowski Christophe	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Labinson Robert M Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dewell Jay V Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jones Mckenzie	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
01010001ahern Elizabeth R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Seward Paul Md	Practitioner - Non-Primary Care Provider (PCP)											
Flint Alicia Ilene	Practitioner - Non-Primary Care Provider (PCP)											
Ray Bradley Dr.	Practitioner - Non-Primary Care Provider (PCP)											
Malewicz Christopher Michael	Practitioner - Non-Primary Care Provider (PCP)											
Tranmer Bruce Ian Md	Practitioner - Non-Primary Care Provider (PCP)											
Cutre Carolyn Od	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Case Karen Braun	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mestad Renee Elizabeth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Upton Michael D Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Trachtman Neil Geoffrey Md	Practitioner - Non-Primary Care Provider (PCP)											
Bateman Frank Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcgork James Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Geza Ryszka	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Achar Naveen Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Kanevsky Michael Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Gregory John Tillou	Practitioner - Non-Primary Care Provider (PCP)											



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Caruso Samantha	Practitioner - Non-Primary Care Provider (PCP)											
Vanscoy-Mcallister Victoria	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Epstein Igor	Practitioner - Non-Primary Care Provider (PCP)											
Phoenix Jennifer	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Allison Elizabeth Katherine	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ho Chin Hung	Practitioner - Non-Primary Care Provider (PCP)											
Becht Elizabeth	Practitioner - Non-Primary Care Provider (PCP)											
Casey Pamela Heil	Practitioner - Non-Primary Care Provider (PCP)											
Loving Alice Virginia Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Jivitski Andrej	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ross Mia	Practitioner - Non-Primary Care Provider (PCP)											
Chank Shelly M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Euashachi Marena	Practitioner - Non-Primary Care Provider (PCP)											
Howley Kim N	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Payne Stephanie	Practitioner - Non-Primary Care Provider (PCP)											
Markessinis Paul	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hall Karin Sue Np	Practitioner - Non-Primary Care Provider (PCP)											
Hall Kent Nelson	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Griffin David James	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Znojkwicz Pierre	Practitioner - Non-Primary Care Provider (PCP)											
Melanson Heather M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Arya Vikram	Practitioner - Non-Primary Care Provider (PCP)											
Willig Tianna	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Associates In Gynecological C	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hostig Kimberly	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Huber-Villano Patricia	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Eckstein-Vangelder Amy L Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Olszowka Angelique	Practitioner - Non-Primary Care Provider (PCP)											
Silver Jill	Practitioner - Non-Primary Care Provider (PCP)											
Gaynor Patricia Np	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Freed Howard Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Kneifel Thomas Walter Md	Practitioner - Non-Primary Care Provider (PCP)											
Durkee Sarah Beth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Desantis Sandra J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Herzog Michael	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sarah G Fox Dds	Practitioner - Non-Primary Care Provider (PCP)											
Soule Daniel M	Practitioner - Non-Primary Care Provider (PCP)											
Baker Brandii Adamson	Practitioner - Non-Primary Care Provider (PCP)											
Relation Tara Patricia	Practitioner - Non-Primary Care Provider (PCP)											
Golden Michelle Mrs.	Practitioner - Non-Primary Care Provider (PCP)											
Ryan Racquel Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Morris Cheryl	Practitioner - Non-Primary Care Provider (PCP)											
Black Howard M Jr Md	Practitioner - Non-Primary Care Provider (PCP)											
Mcphillips Susan Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Goldberg Barry Stuart Md	Practitioner - Non-Primary Care Provider (PCP)											
Hinge Matthew Jude	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Williams Marguerite H	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Carroll William E Do	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Robert Raut	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Graudons Carol A	Practitioner - Non-Primary Care Provider (PCP)											
Delair Nikole Leah	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Laurel Jean Shambo	Practitioner - Non-Primary Care Provider (PCP)											
Franclemont Mariah Louise	Practitioner - Non-Primary Care Provider (PCP)											
Roeder Jessica	Practitioner - Non-Primary Care Provider (PCP)											
Shannon Grant	Practitioner - Non-Primary Care Provider (PCP)											
Zegil Matthew David	Practitioner - Non-Primary Care Provider (PCP)											
Snider Patricia A Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Coombes Sereena Carol Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Banko John M Md	Practitioner - Non-Primary Care Provider (PCP)											
Jones Rada	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lyapin Alexander	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Litwicki Daniel J Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Chung Winston W	Practitioner - Non-Primary Care Provider (PCP)											
Heylen Marie-Paule Simone	Practitioner - Non-Primary Care Provider (PCP)											
Lee Jeongjin	Practitioner - Non-Primary Care Provider (PCP)											
Finch Elise	Practitioner - Non-Primary Care Provider (PCP)											
Mccormack Mirjam	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Beasley-Irving April	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wakeman Gary R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Matarrese Marissa Rae	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Aktaruzzaman Mohammad	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Simmons Ronald E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Close Jan S	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Spitalny Kenneth Charles	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Shah Manish Vipinchadra	Practitioner - Non-Primary Care Provider (PCP)											
Mitta Srinivas Rao Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sitaraman Karthikeyan	Practitioner - Non-Primary Care Provider (PCP)											
White Paula A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Racicot Alexander Joseph	Practitioner - Non-Primary Care Provider (PCP)											
Steinberg Michael S	Practitioner - Non-Primary Care Provider (PCP)											
Rund Ingrid Md	Practitioner - Non-Primary Care Provider (PCP)											
Hastings Brent W Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wildemann Susan	Practitioner - Non-Primary Care Provider (PCP)											
Mcshane Karen E Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Viscardo William Martin Jr Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Florio Gerard A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Wais Wendy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Colby Kristeen M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Osborne Ladd B Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Valentine Edward L Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Ishac Roger George	Practitioner - Non-Primary Care Provider (PCP)											
Kennedy Tracy	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Stock Matthew L	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		



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Cuff-Carney Diane	Practitioner - Non-Primary Care Provider (PCP)											
Istre Erik David	Practitioner - Non-Primary Care Provider (PCP)											
Lalonde Sarah Elizabeth	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Paul Gobinda Pada	Practitioner - Non-Primary Care Provider (PCP)											
Munro Scott Mcainsh Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Dibble Christophe	Practitioner - Non-Primary Care Provider (PCP)											
Kessler Stephen L	Practitioner - Non-Primary Care Provider (PCP)											
Keshava Hesaraghatta B	Practitioner - Non-Primary Care Provider (PCP)											
Wolfe Christophe A	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Khalifa Gamal G Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Feinbloom Stephen E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Todt James G	Practitioner - Non-Primary Care Provider (PCP)											
Zale Gregory Paul Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Adepoju Grace Adeola	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Porter Allison Kay	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Benway Jamie Lynn	Practitioner - Non-Primary Care Provider (PCP)											
Clinton Aimee Beers	Practitioner - Non-Primary Care Provider (PCP)											
Haasbeek Jeffrey Frank Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Rosner David F Md Pc	Practitioner - Non-Primary Care Provider (PCP)											
Hoffman Mark Michael Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcmaster Aimee	Practitioner - Non-Primary Care Provider (PCP)											
Roland Claude Rene Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Orsak Kathleen P Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Priddle Kelly Anne Cnw	Practitioner - Non-Primary Care Provider (PCP)											
Van Anden Elizabeth Garber	Practitioner - Non-Primary Care Provider (PCP)											
Harnick Robert Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Esper John A Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Lai Kuang Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Roberge David Perry	Practitioner - Non-Primary Care Provider (PCP)											
Powers Jamie Marie	Practitioner - Non-Primary Care Provider (PCP)											
Richard Thomas Cleary Jackson	Practitioner - Non-Primary Care Provider (PCP)											



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Laplante Judy	Practitioner - Non-Primary Care Provider (PCP)											
Miller Paul Mr.	Practitioner - Non-Primary Care Provider (PCP)											
Palmer Brett Tyler	Practitioner - Non-Primary Care Provider (PCP)											
Shashidhar Chinthakuntla Reddy	Practitioner - Non-Primary Care Provider (PCP)											
Serfilippi Geoffrey Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Mcdermott Patrick F Rpa	Practitioner - Non-Primary Care Provider (PCP)											
Giroux Kathryn O	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sherman Diana	Practitioner - Non-Primary Care Provider (PCP)											
Chirichio Danielle	Practitioner - Non-Primary Care Provider (PCP)											
Miller Beatrice E	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Sclesky Amy Leah	Practitioner - Non-Primary Care Provider (PCP)											
Dowling Peter E Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bowen Katherine	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Bolan Kevin P Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Morrison Victoria	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Petith-Paulsen Joan M	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Knowles Susan J	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Barney Craig	Practitioner - Non-Primary Care Provider (PCP)											
Nostrom William	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Roder Elizabeth Lauren	Practitioner - Non-Primary Care Provider (PCP)											
Masson Jamie Lyn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Eberle Robert L Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Hackert Suzanne	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Grosser Mayer Md	Practitioner - Non-Primary Care Provider (PCP)											
Boss Donna Jean	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Martin Mary Anne	Practitioner - Non-Primary Care Provider (PCP)											
Caffrey Nancy A Rpa	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Spencer Robyn Lynn	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Higgins Amy R	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Scidmore Gary N	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓		
Aksamawati Dit Arja Wajih	Practitioner - Non-Primary Care Provider (PCP)											



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Sullivan Patrick James	Practitioner - Non-Primary Care Provider (PCP)											
Klimkiewicz Pawel Patryk	Practitioner - Non-Primary Care Provider (PCP)											
Carter-Martinez Shanzay	Practitioner - Non-Primary Care Provider (PCP)											
Arguelles Joseph H Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Glozman Alexandr Josifovich	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Berry Iii Ralph L	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Tohtz Damon Alaric	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Joyce Michael Lawrence	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Brandy Kiri Pryjma	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Beriau Courtney	Practitioner - Non-Primary Care Provider (PCP)											
Diaz Gabriela	Practitioner - Non-Primary Care Provider (PCP)											
Curran Rita E	Practitioner - Non-Primary Care Provider (PCP)											
Feliciano Takia Mrs.	Practitioner - Non-Primary Care Provider (PCP)											
Kelly Gregory Ashley Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Emami Reza Md	Practitioner - Non-Primary Care Provider (PCP)											
Varney Thomas Edward	Practitioner - Non-Primary Care Provider (PCP)											
Sanni Noaman Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Batich John William	Practitioner - Non-Primary Care Provider (PCP)											
Sherry Donna Catherine Dds	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Haverly Colleen Anne	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Marshall Ryan Philip	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Rainey-Spence Imre Kayvan	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Gersten Claudia	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Prangova Dimitrina Ivanova	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Steinhacker Wendy	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Kilmer Abigail	Practitioner - Non-Primary Care Provider (PCP)											
Brandolino Gina M	Practitioner - Non-Primary Care Provider (PCP)											
Gadjo Janine Nicole	Practitioner - Non-Primary Care Provider (PCP)											
Malone Jean	Practitioner - Non-Primary Care Provider (PCP)											
Moberg Paul Quimby Md	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		
Forttell Megan Rpa	Practitioner - Non-Primary Care Provider (PCP)	▼					▼			▼		



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Nicholson John M W Md	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓			
Eagan Thomas Stanford	Practitioner - Non-Primary Care Provider (PCP)												
Ferrando Denise Marcelle Md P	Practitioner - Non-Primary Care Provider (PCP)												
Teppo Deborah Lynn Lcsw	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓			
Witty-Lewis Cosette	Practitioner - Non-Primary Care Provider (PCP)	✓								✓			
Amyotte Thomas	Practitioner - Non-Primary Care Provider (PCP)												
Harrison Wayne S Dds	Practitioner - Non-Primary Care Provider (PCP)												
Kilgore Justin Dear	Practitioner - Non-Primary Care Provider (PCP)	✓					✓			✓			
Mason Christopher Robert	Practitioner - Non-Primary Care Provider (PCP)												
Mark Edward Vadney	Practitioner - Non-Primary Care Provider (PCP)												
Glens Falls Hospital	Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Comm Mhc Glen Falls Mh	Hospital	✓							✓				
Adirondack Medical Center	Hospital	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
Moses Ludington Hospital	Hospital	✓							✓				
Elizabethtown Community Hsp	Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Canton-Potsdam Hospital	Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alice Hyde Medical Center	Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Champlain Valley Physicians H	Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nathan Littauer Hospital	Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gouverneur Hospital, Inc	Hospital	✓							✓				
Teppo Deborah Lynn Lcsw	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ucpa Of The North Country	Clinic												
United C P A Of North Country	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fulton Co Phns Pshsp	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Comm Mhc Glen Falls Mh	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Catholic Charities Rochester	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Circle Adol Preg Prog Ts	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Washington Co Board Of Superv	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Franklin Cty Arc Chasm Rd lcf	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Com Hlth Ctr Of Smh & Nlh Inc	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
St Regis Mohawk Health Svcs	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



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Warrensburg Health Center	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Franklin Cnty Public Hlth Svc	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Warren Cnty Health Services	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Planned Pthd Mohawk Hudson	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Ucp Assn Of The Capital Dist	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Smith House Health Care Ctr	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Adirondack Medical Center	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Moses Ludington Hospital	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Elizabethtown Community Hsp	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Canton-Potsdam Hospital	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Alice Hyde Medical Center	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Champlain Valley Physicians H	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Nathan Littauer Hospital	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Parsons Child And Family Ctr	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Donato Danielle	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Hudson Headwaters Health Network	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Green Kristen M	Clinic											
Gouverneur Hospital, Inc	Clinic	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Omrdd/Support-Link Inc Cd	Case Management / Health Home	✓					✓	✓	✓	✓		
Behavioral Hlth Svcs North Risp Cn	Case Management / Health Home	✓				✓	✓	✓	✓	✓		
Omrdd/Keel To Independent Growth Cd	Case Management / Health Home	✓							✓			
Hillside Childrens Ctr	Case Management / Health Home											
United Helpers Care Inc Mh	Case Management / Health Home	✓							✓			
Essex Co Comm Ser Mh	Case Management / Health Home	✓					✓	✓	✓		✓	
Families First In Essex	Case Management / Health Home	✓					✓	✓	✓		✓	
Fulton Cnty Public Hlth Ei	Case Management / Health Home	✓							✓			
Omrdd/Ucp Of The North City	Case Management / Health Home	✓							✓			
Omrdd/Saratoga County Arc	Case Management / Health Home	✓							✓			
Omrdd/Warren/Washington Arc	Case Management / Health Home	✓							✓			
Omrdd/United Helpers lcf Inc	Case Management / Health Home	✓							✓			
Omrdd/Living Resources Corp	Case Management / Health Home	✓							✓			



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Omrdd/Fulton Co Arc	Case Management / Health Home	✓							✓			
Omrdd/The Adirondack Arc	Case Management / Health Home	✓							✓			
Omrdd/Essex Co Chap Nysarc	Case Management / Health Home	✓							✓			
Omrdd/Community Workshop Inc	Case Management / Health Home	✓							✓			
Omrdd/Clinton Co Chap Nysarc	Case Management / Health Home	✓							✓			
Omrdd/Citizen Advocates	Case Management / Health Home	✓							✓			
Omrdd/Aim Services Inc	Case Management / Health Home	✓							✓			
United C P A Of North Country	Case Management / Health Home											
Fulton County Arc	Case Management / Health Home											
Mental Health Assoc Essex Mh	Case Management / Health Home	✓						✓	✓			
Catholic Charities/Albany Ai	Case Management / Health Home	✓					✓		✓	✓		
Hamilton Co Nurse Svc Psshsp	Case Management / Health Home											
Aids Council Of Neny Ai	Case Management / Health Home	✓			✓	✓			✓			✓
Transitional Svcs Assoc Inc	Case Management / Health Home											
Warren/Washington Mha Inc	Case Management / Health Home	✓					✓	✓	✓		✓	
Comm Mhc Glen Falls Mh	Case Management / Health Home	✓							✓			
Catholic Charities Rochester	Case Management / Health Home	✓							✓			
Citizen Advocates Mr Mh	Case Management / Health Home	✓							✓			
Living Res Corp Schodack Icf	Case Management / Health Home											
North Star Ind Sawyer Ave Icf	Case Management / Health Home											
Franklin Cty Arc Chasm Rd Icf	Case Management / Health Home											
United Helpers Icf #1	Case Management / Health Home											
Visiting Nurs Svc/Schtd & Sar Cnty	Case Management / Health Home	✓							✓			
Warren County Health Serv	Case Management / Health Home	✓			✓	✓			✓	✓		✓
Franklin Cnty Public Hlth Ser	Case Management / Health Home	✓			✓				✓	✓		✓
Saratoga County Chapter Nys Arc Inc	Case Management / Health Home											
Opwdd/Support Link Msc Sunmount	Case Management / Health Home	✓							✓			
Parsons Child And Family Ctr	Case Management / Health Home	✓						✓	✓			
Adirondack Health Institute Inc	Case Management / Health Home	✓							✓			
Aim Services Inc Spt	Case Management / Health Home											
Community Work And Independence Spt	Case Management / Health Home											



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Omrdd/Kee To Independent Growth Cd	Case Management / Health Home											
The Adirondack Arc	Case Management / Health Home											
Meier Michele	Mental Health						✓		✓			
Behavioral Hlth Svcs North Risp Cn	Mental Health	✓					✓		✓			
Beasley-Irving April	Mental Health	✓					✓		✓			
Joshua L Frank	Mental Health	✓					✓		✓			
Hillside Childrens Cr	Mental Health	✓					✓		✓			
Ramsey-Cummins Valerie	Mental Health											
Torregrossa Martha	Mental Health	✓					✓		✓			
Tohtz Damon Alaric	Mental Health	✓					✓		✓			
Sasaran Luminita	Mental Health											
Huber-Villano Patricia	Mental Health	✓					✓		✓			
Bever Alyson	Mental Health											
Nobel-Maxwell Jane	Mental Health	✓					✓		✓			
Gould Shannon L Phd	Mental Health	✓					✓		✓			
Althoff Robert Russell	Mental Health											
Rosetti David	Mental Health											
Hackert Suzanne	Mental Health	✓					✓		✓			
Mcgoldrick Robert	Mental Health	✓					✓		✓			
Langer Bharat	Mental Health	✓					✓		✓			
Spitalny Kenneth Charles	Mental Health	✓					✓		✓			
Mahood Harry Wallace Jr	Mental Health	✓					✓		✓			
Gabay Michelle	Mental Health	✓					✓		✓			
Goldberg Carol Gene Phd	Mental Health											
Simor Ginger Md	Mental Health	✓					✓		✓			
Kennedy Tracy	Mental Health	✓					✓		✓			
Gregg Michael	Mental Health	✓					✓		✓			
Dodd Jack Edward Jr	Mental Health	✓					✓		✓			
Tomb Suzanne E Csw	Mental Health	✓					✓		✓			
Alloy David A	Mental Health	✓					✓		✓			
Ellis Jarni L	Mental Health	✓					✓		✓			

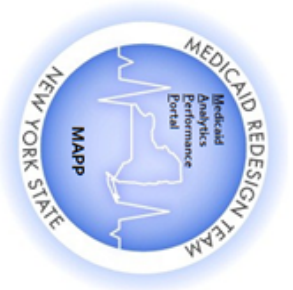


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Florio Gerard A	Mental Health	✓					✓		✓			
Dorfinger Joseph Lcsw	Mental Health	✓					✓		✓			
Berry Jii Ralph L	Mental Health	✓					✓		✓			
Jewell Lorna Leah	Mental Health	✓					✓		✓			
Achar Naveen Md	Mental Health	✓					✓		✓			
Kokernot Bruce Glenn	Mental Health	✓					✓		✓			
Hill Catherine Rooks	Mental Health	✓					✓		✓			
Upton Michael D Md	Mental Health	✓					✓		✓			
Schenkel John Lawrence Md	Mental Health	✓					✓		✓			
Higgins Richard Phd	Mental Health	✓					✓		✓			
Sasaran Bogdan Paul Md	Mental Health											
Essex Co Comm Ser Mh	Mental Health	✓					✓		✓			
Families First In Essex	Mental Health	✓					✓		✓			
Saleem Muhammad Usef	Mental Health	✓					✓		✓			
Broege Phyllis	Mental Health	✓					✓		✓			
Glozman Alexandr Josifovich	Mental Health	✓					✓		✓			
Becker Warren Alan Do	Mental Health	✓					✓		✓			
Klin Kathleen	Mental Health	✓					✓		✓			
Toole Nancy E Lcsw	Mental Health	✓					✓		✓			
Peters Robert Lcsw	Mental Health	✓					✓		✓			
Papandrea Mary Ellen	Mental Health	✓					✓		✓			
Oberg Gary David	Mental Health	✓					✓		✓			
Burky Christophe	Mental Health											
Roldan Ernesto	Mental Health	✓					✓		✓			
Malerba Robert Fortune II	Mental Health	✓					✓		✓			
Butz Jr. Robert A	Mental Health	✓					✓		✓			
Shriver Kren K	Mental Health	✓					✓		✓			
Scanlan-Rathbun Nancy M	Mental Health	✓					✓		✓			
Astruc Manuel Md	Mental Health	✓					✓		✓			
Fulton County Arc	Mental Health	✓					✓		✓			
Rf Hs Of The Good Shepherd	Mental Health	✓					✓		✓			



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Mental Health Assoc Essex Mh	Mental Health											
The Family Counseling Ctr	Mental Health	✓	✓			✓	✓	✓	✓		✓	
Community Workshop Inc	Mental Health											
Transitional Svcs Assoc Inc	Mental Health											
Lakeside House Inc	Mental Health	✓					✓		✓			
United Helpers Inc	Mental Health	✓					✓		✓			
Lexington Com Serv Inc	Mental Health	✓					✓		✓			
Warren/Washington Mha Inc	Mental Health	✓					✓		✓			
Catholic Fam Comm Ser Fulton	Mental Health	✓					✓		✓			
Citizen Advocates Inc	Mental Health	✓					✓		✓			
Nijjar Gurkirpal S Md	Mental Health	✓					✓		✓			
Cath Fam/Com Svc Ts	Mental Health	✓					✓		✓			
Astill-Vaccarino Joanne L Md	Mental Health	✓					✓		✓			
Comm Mhc Glen Falls Mh	Mental Health	✓					✓		✓			
Spinelli Eileen Benassi Np	Mental Health											
Catholic Charities Rochester	Mental Health	✓					✓		✓			
Citizen Advocates,Inc	Mental Health	✓				✓	✓	✓	✓		✓	
Harnick Robert Md	Mental Health	✓					✓		✓			
Priest Michael Richard	Mental Health											
Homenick Michael P Phd	Mental Health	✓					✓		✓			
Sonnenberg Steven James Md	Mental Health											
Mitta Srinivas Rao Md	Mental Health											
Lexington Community Svcs Inc	Mental Health	✓					✓		✓			
Mcpillips Susan Md	Mental Health	✓					✓		✓			
Orsak Kathleen P Md	Mental Health	✓					✓		✓			
United Helpers Canton Nh Srf	Mental Health											
St Lawrence Pc	Mental Health	✓					✓		✓			
Ruelos Emilio Md	Mental Health	✓					✓		✓			
Clinton Cnty Comm Svcs Board	Mental Health	✓					✓		✓			
King John F Md	Mental Health	✓					✓		✓			
St Lawrence Cnty Comm Svcs Br	Mental Health											



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St Regis Mohawk Health Svcs	Mental Health	✓					✓		✓			
Saratoga Cnty Comm Svcs Bnd	Mental Health	✓					✓		✓			
Hinsman David C Md	Mental Health	✓					✓		✓			
Scherer Harvey D	Mental Health											
Valentine Edward L Md	Mental Health	✓					✓		✓			
Mitchell Robert Alexander Md	Mental Health	✓					✓		✓			
Menzel Charles H Md	Mental Health	✓					✓		✓			
Capital District Pc	Mental Health	✓					✓		✓			
St Lawrence Pc	Mental Health	✓					✓		✓			
Adirondack Medical Center	Mental Health	✓					✓		✓			
Champlain Valley Physicians H	Mental Health	✓					✓		✓			
Nicholson John M W Md	Mental Health	✓					✓		✓			
Weidner Karen	Mental Health	✓					✓		✓			
Cotton Paul	Mental Health	✓					✓		✓			
Prell M.	Mental Health	✓					✓		✓			
Samenfeld-Specht James	Mental Health	✓					✓		✓			
Spire Michael	Mental Health	✓					✓		✓			
Reimenschneider Justin William	Mental Health											
Laura Beth Diamond	Mental Health	✓					✓		✓			
Hyon Sung	Mental Health	✓					✓		✓			
Cuff-Carney Diane	Mental Health	✓					✓		✓			
Sandra L Foster	Mental Health	✓					✓		✓			
Leo Carol	Mental Health	✓					✓		✓			
Brunelle Trudy	Mental Health	✓					✓		✓			
Jack Richard	Mental Health	✓					✓		✓			
Prespare Bennett Anna	Mental Health	✓					✓		✓			
Knight William	Mental Health	✓					✓		✓			
Greene Jill	Mental Health	✓					✓		✓			
Herzog Michael	Mental Health	✓					✓		✓			
Sauer-Jones Donna Susan	Mental Health	✓					✓		✓			
Heathcote Elizabeth	Mental Health	✓					✓		✓			



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Black Erica	Mental Health	✓					✓		✓			
Luciani Maria	Mental Health	✓					✓		✓			
Singh Balveen Biba	Mental Health											
Cioppa Donna M	Mental Health	✓					✓		✓			
Hilger Terry	Mental Health	✓					✓		✓			
Gorman Deborah	Mental Health	✓					✓		✓			
Brula Abdul Qadir	Mental Health											
Walton Benita Jo	Mental Health	✓					✓		✓			
Miller Myrna Broun	Mental Health	✓					✓		✓			
Asar Mariam H	Mental Health	✓					✓		✓			
Mha Fulton And Montgomery Co	Mental Health	✓					✓	✓	✓		✓	
Parsons Child And Family Ctr	Mental Health	✓					✓		✓			
Matima Mabatho Lucia	Mental Health	✓					✓		✓			
Ross Leigh	Mental Health	✓					✓		✓			
O'Connor Lisa Marie	Mental Health											
Richards Alisson Leigh	Mental Health	✓					✓		✓			
Marden Karen	Mental Health	✓					✓		✓			
Hosig Kimberly	Mental Health	✓					✓		✓			
Sadal Raju A	Mental Health	✓					✓		✓			
Shapiro Lois A	Mental Health	✓					✓		✓			
Vanscoy-Mcallister Victoria	Mental Health	✓					✓		✓			
Kolesnikov Daniel	Mental Health	✓					✓		✓			
Barry Kelly	Mental Health	✓					✓		✓			
Symonds Beverly	Mental Health	✓					✓		✓			
Richards Kim Marie	Mental Health	✓					✓		✓			
Brown Ashley M	Mental Health											
Kowalski Donald Walter	Mental Health	✓					✓		✓			
Thesee Ronald	Mental Health											
Desantis Sandra J	Mental Health	✓					✓		✓			
Smith Bernard	Mental Health	✓					✓		✓			
Johnston Andrea	Mental Health	✓					✓		✓			



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Gabriel Antoine Makram	Mental Health											
Howard Melanie Daryl	Mental Health	▼					▼		▼			
Ryan Susan F	Mental Health											
Smith Karen Louise	Mental Health	▼					▼		▼			
Van Deusen Heidi Harlow	Mental Health	▼					▼		▼			
Hill Harry A	Mental Health	▼					▼		▼			
Terrien Jessica	Mental Health	▼					▼		▼			
Cohen Donna Marie	Mental Health	▼					▼		▼			
Fisk Connie Lynn	Mental Health	▼					▼		▼			
Burke Angela Marie	Mental Health	▼					▼		▼			
Community Work And Independence Spt	Mental Health	▼					▼	▼	▼			
Gronstedt Gary Joe	Mental Health	▼					▼		▼			
Santoro Dino	Mental Health											
Fisher Julie	Mental Health											
Divak Michael Norman	Mental Health											
Mursi Hanan	Mental Health											
Brennan Jennifer Elaine	Mental Health											
Stern Gail	Mental Health											
Caruso Samantha	Mental Health											
Lusignan Thomas Lawrence	Mental Health											
Obrian Christopher Cross	Mental Health											
Fuller Katy Lynn	Mental Health											
Epstein Igor	Mental Health											
Lawrence Rebecca	Mental Health											
Spire Holly Stevens	Mental Health											
Chechelashvili Archil	Mental Health											
Kouns Nathaniel Alfredo	Mental Health											
Seale Melissa Teresa	Mental Health											
Jackson Peter Romney	Mental Health											
Chung Winston W	Mental Health											
Patunoff Casey	Mental Health											



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Haley Paul F	Mental Health											
Hillside Childrens Ctr	Substance Abuse	✓					✓		✓			
Berkshire Farm Center	Substance Abuse	✓					✓		✓			
St Lawrence Addiction Trt Ctr	Substance Abuse	✓					✓		✓			
Conifer Park	Substance Abuse	✓					✓		✓			
Warren/Washington Mha Inc	Substance Abuse											
Champlain Valley Fam Ctr	Substance Abuse	✓				✓	✓	✓	✓		✓	
Comm Mhc Glen Falls Mh	Substance Abuse	✓					✓		✓			
Catholic Charities Rochester	Substance Abuse	✓					✓		✓			
Can/Am Youth Services Inc.	Substance Abuse	✓		✓			✓		✓			
820 River Street Inc.	Substance Abuse	✓					✓		✓		✓	
Citizen Advocates,Inc	Substance Abuse	✓					✓		✓			
St Josephs Rehab Center Inc	Substance Abuse	✓		✓		✓	✓	✓	✓			
Clinton Cnty Comm Svcs Board	Substance Abuse	✓				✓	✓	✓	✓		✓	
St Lawrence Cnty Comm Svcs Br	Substance Abuse											
St Regis Mohawk Health Svcs	Substance Abuse	✓					✓		✓			
Saratoga Cnty Comm Svcs Brd	Substance Abuse	✓					✓		✓			
Canton-Potsdam Hospital	Substance Abuse	✓					✓		✓			
Belvedere Health Services Llc	Substance Abuse	✓					✓		✓			
Cgsr Inc	Nursing Home	✓										✓
Nathan Littauer Hsp Nh Rhcf	Nursing Home	✓										
Orchard Nursing & Rehab Ctr	Nursing Home	✓										
Adirondack Tri-Cnty Nr&Reh Ad	Nursing Home	✓										
United Helpers Canton Nh Sntf	Nursing Home	✓										
Clinton County N H	Nursing Home	✓										
Highland Nursing Home	Nursing Home	✓										
United Helpers Nh	Nursing Home	✓										
Westmount Health Facility	Nursing Home											
Alice Hyde Medical Center	Nursing Home	✓										
Wells Nursing Home Inc Sntf	Nursing Home	✓										
Stanton Nursing & Rehab Cente	Nursing Home	✓										



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Champlain Valley Physicians H	Nursing Home	✓										
Wesley Health Cc Inc Snf	Nursing Home	✓										✓
Adirondack Medical Ctr-Mercy Hlthcr	Nursing Home	✓										
Fort Hudson Nursing Center	Nursing Home	✓								✓		✓
Adirondack Medical Ctr-Uihlein Merc	Nursing Home	✓										
St Margarets Center	Nursing Home	✓										
Glens Falls Crossings	Nursing Home	✓										
Heritage Commons Res Health Care	Nursing Home	✓										
Indian River Reh & Nrs Ctr	Nursing Home	✓										
Fulton Center Rehabilitation & Heal	Nursing Home	✓				✓						✓
Essex Operations Associates Llc	Nursing Home	✓								✓		
Washington Operations Associates LI	Nursing Home	✓										
Jones Mckenzie	Pharmacy	✓										
Comm Mhc Glen Falls Mh	Pharmacy	✓										
St Regis Mohawk Health Srvs	Pharmacy	✓										
Planned Pthd Mohawk Hudson	Pharmacy	✓										
Adirondack Medical Center	Pharmacy	✓										
Canton-Potsdam Hospital	Pharmacy											
Nathan Littauer Hospital	Pharmacy	✓										
Health Serv Northern New York	Hospice											
High Peaks Hsp/Palliative Care, Inc	Hospice											
Hospice Of The North Country	Hospice	✓				✓				✓		
Mountain Valley Hospice	Hospice	✓								✓		
Washington Co Board Of Superv	Hospice	✓								✓		
Hospice/Pall Care St Lawrence Val	Hospice	✓								✓		
Washington Pub Hlth Nurssv Co	Hospice	✓								✓		
Northern Lights Health Care Partner	Hospice											
Aim Services, Inc. (Lindsay)	Community Based Organizations											
Alcohol And Substance Abuse Prevention Council Of Saratoga County	Community Based Organizations	✓									✓	
Bradley Carrie	Community Based Organizations											
Canton Enriched Housing Program, Inc.	Community Based Organizations											



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Catholic Charities Housing- N Agency Of Catholic Charities - Albany Diocese	Community Based Organizations	✓				✓	✓		✓	✓		
Catholic Charities Senior & Caregiver Support Services- An Agency Of Catholic Charities-Albany Diocese	Community Based Organizations											
Citizen Advocates, Inc.	Community Based Organizations											
City Of Glens Falls Housing Authority	Community Based Organizations											
Clinton County Office For The Aging	Community Based Organizations	✓				✓						
Comfort Foods Community Of Washington County	Community Based Organizations											
Cornell Cooperative Extension Franklin & Essex	Community Based Organizations											
Council For Prevention	Community Based Organizations	✓									✓	
Essex County Office For The Aging	Community Based Organizations	✓			✓	✓				✓		✓
Essex County Public Health	Community Based Organizations	✓			✓	✓				✓		✓
Family Services Association Of Glens Falls	Community Based Organizations											
Franklin County Department Of Social Services	Community Based Organizations											
Fulton County Office For Aging	Community Based Organizations	✓			✓							
Glens Falls Independent Living Center, Dba Southern Adirondack Independent Living Center (Sail)	Community Based Organizations											
Hfm (Hamilton, Fulton And Montgomery) Prevention Council	Community Based Organizations											
Housing Assistance Program Of Essex County, Inc. (Hapec)	Community Based Organizations											
Huson Mowak Area Health Education Center (Hm-Ahec)	Community Based Organizations											
Joint Council For Economic Opportunity Of Clinton & Franklin Co.	Community Based Organizations											
Liberty House Foundation, Inc.	Community Based Organizations	✓						✓				
Living Resources Corporation	Community Based Organizations											
Maximizing Independent Living Choices	Community Based Organizations											
Mental Health Association Of Franklin County Dba Community Connections Of Franklin County	Community Based Organizations	✓						✓	✓			
North Country Healthy Heart	Community Based Organizations											
North Country Physicians Organization, Pllc	Community Based Organizations											
Northern Alliance On Mental Illness Of Champlain Valley	Community Based Organizations											
Nysarc, Saratoga County Chapter/Saratoga Bridges	Community Based Organizations											
Office For People With Developmental Disabilities (Nys Opwdd)	Community Based Organizations											
Office Of Community Services For Warren And Washington Counties	Community Based Organizations											



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Open Door Mission	Community Based Organizations											
Plattsburgh Housing Authority	Community Based Organizations											
Seaway Valley Council For Alcohol/Substance Abuse Prevention, Inc.	Community Based Organizations	✓									✓	
Shelters Of Saratoga	Community Based Organizations											
St. Lawrence County Health Initiative	Community Based Organizations											
St. Lawrence County Public Health Department	Community Based Organizations											
Step By Step	Community Based Organizations											
The Cambridge Valley Rescue Squad, Inc.	Community Based Organizations	✓		✓	✓			✓				✓
The Moreau Community Center	Community Based Organizations											
The Substance Abuse Prevention Team Of Essex County, Inc.	Community Based Organizations	✓									✓	
Toms, Courtnie	Community Based Organizations											
Tri-Lakes Center For Independent Living	Community Based Organizations											
United Helpers Independent Living Corp. Dba Partridge Knoll	Community Based Organizations											
United Helpers Management Company, Inc.	Community Based Organizations											
United Helpers Service Corporation Dba Sparx	Community Based Organizations											
Warren County Career Center	Community Based Organizations											
Warren Washington Community Services Board	Community Based Organizations											
Warren-Hamilton Counties Office For The Aging	Community Based Organizations	✓				✓						
Washington County Economic Opportunity Council	Community Based Organizations											
Washington County Office For Aging And Disabilities Resource Center	Community Based Organizations	✓				✓						
Gorman Eric	All Other	✓					✓		✓	✓		
Kee To Independent Growth Inc Tbi	All Other	✓					✓		✓	✓		
Lombardi Anthony	All Other											
Olszowka Angelique	All Other											
Hillside Childrens Ctr	All Other	✓					✓		✓	✓		
United Helpers Home Health Services	All Other	✓					✓		✓	✓		
Support Link Inc Nhtd	All Other	✓					✓		✓	✓		
Roi M Lotan Md	All Other											
Pirozzolo Julie	All Other											
Gregory John Tillou	All Other											



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Oakes Anna	All Other	✓					✓		✓	✓		
Patty Rissacher Md	All Other	✓					✓		✓	✓		
Brandy Kiri Pryma	All Other	✓					✓		✓	✓		
Whitman Todd Jay	All Other	✓					✓		✓	✓		
North County Home Services Nhtd	All Other	✓					✓		✓	✓		
Kee To Independent Growth Inc Nhtd	All Other	✓					✓		✓	✓		
Narala Karuna Md	All Other	✓					✓		✓	✓		
Teppo Deborah Lynn Lcsw	All Other	✓					✓		✓	✓		
Mcgonagle Mary	All Other	✓					✓		✓	✓		
Dempsey David	All Other	✓					✓		✓	✓		
Christie Linda J Md	All Other											
Lepage Brenda	All Other	✓					✓		✓	✓		
Barbault Heather	All Other											
Dickson Matthew Jordan Joseph	All Other											
Martin Steven Wayne	All Other											
North County Adult Medicine	All Other											
Macelarú Dragos	All Other	✓					✓		✓	✓		
Dodds George Matthew Md	All Other	✓					✓		✓	✓		
Kumar Brijesh Md	All Other											
Strauss David Noah Md	All Other											
Kier-Merrithew Susan Np	All Other	✓					✓		✓	✓		
Lynch Michael William Md	All Other	✓					✓		✓	✓		
Ciccateri Ruth A	All Other											
Gutman Alan J Rpa	All Other	✓					✓		✓	✓		
Arguelles Joseph H Md	All Other	✓					✓		✓	✓		
Jones Mckenzie	All Other	✓					✓		✓	✓		
Zoltay Gabor Md	All Other	✓					✓		✓	✓		
Shahata Hani Laolz	All Other											
Steele-Goodwin Julie K Rpa	All Other											
Phillips Rachel I Rn	All Other	✓					✓		✓	✓		
North County Home Ser Tbi	All Other	✓					✓		✓	✓		



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Snider Patricia A Rpa	All Other	✓					✓		✓	✓		
Dafler Phil Stewart Md	All Other	✓					✓		✓	✓		
Inzerilli Magdeline Rpa	All Other	✓					✓		✓	✓		
Smith Miliagros C Rpa	All Other	✓					✓		✓	✓		
Jackson Wayne J Rpa	All Other	✓					✓		✓	✓		
Morgan Ayman Md	All Other											
Brown Stephen A Md	All Other											
Kerrigan Brian Richard Do	All Other	✓					✓		✓	✓		
Gorgas Laurie J Do	All Other	✓					✓		✓	✓		
Katz Benjamin S Md	All Other	✓					✓		✓	✓		
Curtis Danita	All Other	✓					✓		✓	✓		
Salerno Sheryl L	All Other	✓					✓		✓	✓		
Gersten Claudia	All Other	✓					✓		✓	✓		
Bailey Michael	All Other	✓					✓		✓	✓		
Kay Christina	All Other	✓					✓		✓	✓		
Mcmaster Aimee	All Other											
Siouffi Samer Youseff Md	All Other	✓					✓		✓	✓		
Denious Edward Park Md	All Other	✓					✓		✓	✓		
Calyer Kevin C Rpa	All Other											
Kring Lawrence Md	All Other											
White Dawn M Rpa	All Other	✓					✓		✓	✓		
Gallagher Kevin Andrew Md	All Other	✓					✓		✓	✓		
Barnes Charles R Rpa	All Other											
Tan Henry T Md	All Other											
Coombes Sereena Carol Md	All Other	✓					✓		✓	✓		
Mountain View Pediatrics Pllc	All Other	✓	✓				✓		✓	✓		
Savage John Bodeker Jr	All Other	✓					✓		✓	✓		
Bateman Frank Rpa	All Other	✓					✓		✓	✓		
Rumbutis Michael J Rpa	All Other	✓					✓		✓	✓		
Ali M Gharagozloo Md Pc	All Other	✓					✓		✓	✓		
Messitt Christopher Thomas Md	All Other	✓					✓		✓	✓		



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Lorenc Jason Daniel Md	All Other	✓					✓		✓	✓		
United Helpers Ici Inc Day	All Other	✓					✓		✓	✓		
Essex Co Chap Nysarc Day	All Other	✓					✓		✓	✓		
Stratton Jennifer Lynn	All Other	✓					✓		✓	✓		
Citizen Advocates Inc Day	All Other	✓					✓		✓	✓		
Loving Alice Virginia Md	All Other	✓					✓		✓	✓		
Cgsr Inc	All Other											
Williams Andrew F Md	All Other	✓					✓		✓	✓		
Flynn Dedra	All Other											
Goertzen Danielle Kristy L Md	All Other	✓					✓		✓	✓		
Blackburn Charne Curtis Md	All Other	✓					✓		✓	✓		
Atkinson Timothy Md	All Other	✓					✓		✓	✓		
Schlossberg Howard Robert	All Other											
Masson Jamie Lyn	All Other	✓					✓		✓	✓		
Holz Christine E	All Other	✓					✓		✓	✓		
Biss Lynette M	All Other	✓					✓		✓	✓		
Baker Danielle M	All Other	✓					✓		✓	✓		
Cooper Vincent T Md	All Other											
Flanagan Jean Ansari	All Other											
Turrin Riccardo Md	All Other											
Bajaj Ritu	All Other	✓					✓		✓	✓		
Karnal Syed Anwar Md	All Other											
Adams Robin E	All Other	✓					✓		✓	✓		
Kernan Kathryn Cnm	All Other	✓					✓		✓	✓		
Bashir Iqbal Md	All Other	✓					✓		✓	✓		
Bonnabesse Thierry P Md	All Other											
Leffler Stephanie	All Other	✓					✓		✓	✓		
Deteso Damon Md	All Other											
Essex County Chap Nysarc Rsp	All Other	✓					✓		✓	✓		
Citizen Advocates Inc Rsp	All Other	✓					✓		✓	✓		
Palma Christopher Scott Do	All Other	✓					✓		✓	✓		



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Celotti Michael J Do	All Other	✓					✓		✓	✓		
Bero Florence C Md	All Other	✓					✓		✓	✓		
Dombek-Lang Teresa V Md	All Other	✓					✓		✓	✓		
Duus Jan E Md	All Other	✓					✓		✓	✓		
Stevens Noelle M	All Other	✓					✓		✓	✓		
Cossey Jason L	All Other	✓					✓		✓	✓		
Hicks James C	All Other	✓					✓		✓	✓		
Dowidowicz Anthony J	All Other	✓					✓		✓	✓		
Tedesco Karen Lynn Md	All Other											
Pellerin Gene R Jr Do	All Other											
Garami Anthony Arthur Md	All Other	✓					✓		✓	✓		
De Jesus Maria Arsyl Dulay	All Other											
Rasmussen Heidi Md	All Other	✓					✓		✓	✓		
Solby Stacey J	All Other	✓					✓		✓	✓		
Viscosi Kelly A	All Other											
Feyer Rainer G	All Other	✓					✓		✓	✓		
Mcbride Thomas Patrick	All Other											
Levitz Mary	All Other	✓					✓		✓	✓		
Lapham Paula M	All Other											
Clair Cecelia	All Other											
Moon Timothy Wayne Do	All Other	✓					✓		✓	✓		
Breen Martin Md	All Other											
Schultz Mona W	All Other											
Mcdermott Patrick F Rpa	All Other											
Behar Susan L Md	All Other											
Cichetti Joanne Wilson Md	All Other	✓					✓		✓	✓		
Cichetti Neil Joseph Md	All Other	✓					✓		✓	✓		
Baker-Porazinski Jennifer Md	All Other	✓					✓		✓	✓		
Samach Andrew Jay Md	All Other	✓					✓		✓	✓		
Gregg Michael	All Other	✓					✓		✓	✓		
Benardot Emilie Leon Md	All Other	✓					✓		✓	✓		



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Priddle Kelly Anne Cnw	All Other	✓					✓		✓			
Coleman Kenneth Andrew	All Other	✓					✓		✓			
Cleveland Byrd Md	All Other	✓					✓		✓			
Markwith Alisa	All Other	✓					✓		✓			
Hopper James P Rpa	All Other	✓					✓		✓			
Borgos William M	All Other	✓					✓		✓			
Alexander-Decker Christine A	All Other	✓					✓		✓			
Byrne William Md	All Other											
Soucy Anne J Md	All Other	✓					✓		✓			
Medved Vladimir Do	All Other	✓					✓		✓			
Medved Marina Do	All Other	✓					✓		✓			
Vecchio Diane M	All Other											
Limes Britton J Md	All Other											
Nickel Jonathan Aaron Md	All Other											
Joy Robert A	All Other											
Miller Kathi J Cnm	All Other	✓					✓		✓			
Macco Lynne E Md	All Other	✓					✓		✓			
Kneifel Thomas Walter Md	All Other											
Herron Kathy Mazur Rpa	All Other	✓					✓		✓			
Keil Lynn M	All Other	✓					✓		✓			
Connors Terence V Rpa	All Other	✓					✓		✓			
Eckstein-Vangelder Amy L Rpa	All Other	✓					✓		✓			
Miller Scott C	All Other	✓					✓		✓			
Carbone Amy Johnson Rpa	All Other	✓					✓		✓			
Brown Susan B	All Other	✓					✓		✓			
Potter Doreen L Rpa	All Other	✓					✓		✓			
Stefanovich Stefan John Jr	All Other	✓					✓		✓			
Quinn Colleen M Md	All Other	✓					✓		✓			
Deprey Ellen M	All Other	✓					✓		✓			
Jackson Christophe H	All Other	✓					✓		✓			
Wolfe Christophe A	All Other	✓					✓		✓			



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Conner William	All Other	✓					✓		✓	✓		
Valenza Julie R	All Other	✓					✓		✓	✓		
Todd James G	All Other											
Anderson Glen E	All Other	✓					✓		✓	✓		
Conard Joanna L	All Other	✓					✓		✓	✓		
Day W Marvin Rpa	All Other	✓					✓		✓	✓		
Detore Joanne Rpa	All Other	✓					✓		✓	✓		
Williams Elaine M	All Other	✓					✓		✓	✓		
Westad Frank H	All Other	✓					✓		✓	✓		
West Karen	All Other	✓					✓		✓	✓		
Lusignan Pamela F	All Other	✓					✓		✓	✓		
Gregory Ann M Np	All Other	✓					✓		✓	✓		
Chank Shelly M	All Other	✓					✓		✓	✓		
Auer Patricia A	All Other	✓					✓		✓	✓		
Hurwitz Craig G Md	All Other											
Ordonez Julia I Md	All Other	✓					✓		✓	✓		
O'Connor Lisa M	All Other											
Fish Rowan	All Other	✓					✓		✓	✓		
Rowley Jennifer	All Other	✓					✓		✓	✓		
Waldorf Todd	All Other	✓					✓		✓	✓		
Mullen Michael Lee Md	All Other											
Zbigniew Wolczynski	All Other	✓					✓		✓	✓		
Moore Stephanie Polk Md	All Other	✓					✓		✓	✓		
Sunkara Maruthi M Md	All Other	✓					✓		✓	✓		
Harrington Charlene B Rpa	All Other	✓					✓		✓	✓		
Garrand Timothy J Md	All Other											
Mcclure Marilyn Prichard	All Other	✓					✓		✓	✓		
Kent Michelle Lynn Rpa	All Other	✓					✓		✓	✓		
Moore Robert W Md	All Other	✓					✓		✓	✓		
Berry Iii Ralph L	All Other	✓					✓		✓	✓		
Bae Jina Md	All Other	✓					✓		✓	✓		



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Citizen Advocates, Inc Spt	All Other	✓					✓		✓	✓		
Loucks Barbara	All Other	✓					✓		✓	✓		
Devlin Kerin M	All Other	✓					✓		✓	✓		
Bell Michael Md	All Other	✓					✓		✓	✓		
Peguero Luz E Md	All Other	✓					✓		✓	✓		
Coates Andrew Donnally Md	All Other	✓					✓		✓	✓		
Clinton Co Chapter Nysarc Spv	All Other	✓					✓		✓	✓		
Essex County Chap Nysarc Spv	All Other	✓					✓		✓	✓		
Rosenstein Jerome H Md	All Other	✓										
Moore Heidi J Md	All Other	✓					✓		✓	✓		
Rooks Mary J Cnm	All Other											
Sanjeev And Mukta Gupta	All Other											
O'Brien Richard Lee Do	All Other	✓					✓		✓	✓		
Snider Adam D	All Other											
Goldberg Barry Stuart Md	All Other											
Champlain Valley Physicians	All Other	✓					✓		✓	✓		
Ens Health Care Services Lic	All Other											
Harbeck Tara Noreen	All Other											
Upton Michael D Md	All Other	✓					✓		✓	✓		
Dishman Leonardo Md	All Other	✓					✓		✓	✓		
Rehany Mordi Md	All Other											
Glens Falls Hospital	All Other	✓					✓		✓	✓		
Rowley Patrick J Md	All Other	✓					✓		✓	✓		
Hixson Karen A Np	All Other	✓					✓		✓	✓		
Warren Washington Arc Smp	All Other	✓					✓		✓	✓		
Mcgork James Rpa	All Other											
St Lawrence Internists Pc	All Other	✓					✓		✓	✓		
Hogan Robert G Md	All Other	✓					✓		✓	✓		
Holmes Michael Bradley	All Other											
Politi Anthony Md	All Other	✓					✓		✓	✓		
Movsas Sheryl Beth Md	All Other	✓					✓		✓	✓		



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Mousaw Laurie Conroe Cnm	All Other	✓					✓		✓	✓		
Bowler Jane Marie	All Other	✓					✓		✓	✓		
Essex Co Comm Ser Mh	All Other	✓					✓		✓	✓		
Mcgarry Amy Erin Md	All Other											
Deming Karie Ann	All Other	✓					✓		✓	✓		
Boon Rebecca R Rn	All Other											
Munro Scott Mcairsh Md	All Other	✓					✓		✓	✓		
Goslin Robert Hall	All Other											
Murphy Eileen	All Other											
Terrence Kathleen Mailey Md	All Other	✓					✓		✓	✓		
Gratstein Leo	All Other											
Kesari Parvathi Sudhir Md	All Other	✓					✓		✓	✓		
Solby Richard Adam Md	All Other	✓					✓		✓	✓		
Thompson Lars David Md Pc	All Other	✓					✓		✓	✓		
Kelly Gregory Ashley Md	All Other	✓					✓		✓	✓		
Fear Philip J Md	All Other											
Living Res Certified Hha	All Other	✓					✓		✓	✓		
Cutre Carolyn Od	All Other	✓					✓		✓	✓		
Schroyer Glenn Stanford	All Other											
Primary Care Hth Pirs Nyllp	All Other	✓	✓				✓		✓	✓		
Prime Donna Rpa	All Other											
Ucpa Of Th North Cty Hcbs5	All Other	✓					✓		✓	✓		
Makhoul Nidal Md	All Other	✓					✓		✓	✓		
Tagliagambe Mario Francis Jr	All Other	✓					✓		✓	✓		
Ludlow Jonathan Paul Od	All Other	✓					✓		✓	✓		
O'Donnell Paul C Od	All Other	✓					✓		✓	✓		
Patricia My Lan Nguyen	All Other	✓					✓		✓	✓		
Omridd/Warren/Washington Arc	All Other											
Essex County Chapter Nysarc	All Other											
Staub William F Rpa	All Other	✓					✓		✓	✓		
Clinton Co Chap Nysarc	All Other											



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Bown Melissa Ann	All Other											
Heintz Steven Giffin Md	All Other	✓					✓		✓	✓		
Volk Charles Philip Md	All Other	✓					✓		✓	✓		
Roland Claude Rene Md	All Other	✓					✓		✓	✓		
Hyson Christophe	All Other	✓					✓		✓	✓		
Statch Harry H Md	All Other	✓					✓		✓	✓		
Richards Craig Warren Do	All Other	✓					✓		✓	✓		
Healey Gregory J Md	All Other	✓					✓		✓	✓		
Murphy Kathleen A Cnm	All Other	✓					✓		✓	✓		
Ng Bernard Tze-Shun	All Other	✓					✓		✓	✓		
Demuro Rob	All Other	✓					✓		✓	✓		
Hausrath Stephen G Md	All Other	✓					✓		✓	✓		
142-36-5727wright James	All Other	✓					✓		✓	✓		
Canton Family Physicians Pc	All Other	✓					✓		✓	✓		
Eisenberg Pediatrics Plc	All Other											
Dunne Christa	All Other											
Monroe Patricia Kathryn Md	All Other											
Lindman Harry David Md	All Other	✓					✓		✓	✓		
Dibella Michael David P Md	All Other											
St Lawrence Nysarc Tbi	All Other	✓					✓		✓	✓		
Lau Kevin Md	All Other											
Litwicki Daniel J Md	All Other	✓					✓		✓	✓		
Adeson Lisa A Md	All Other											
Teetz Rick David Md	All Other	✓					✓		✓	✓		
Sawyer John A Md	All Other	✓					✓		✓	✓		
Rund Ingrid Md	All Other											
Colt-Connaway Shannon J	All Other	✓					✓		✓	✓		
Jones-Kingman Theresa	All Other											
Parisi Patrick J	All Other											
Wright Stuart B Md	All Other											
Masaba Edit Kalmar Md	All Other	✓					✓		✓	✓		



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Layden Michael A Md	All Other	✓					✓		✓	✓		
Hogan-Moulton Amy E Md	All Other	✓					✓		✓	✓		
Czerwinski Maria H Md	All Other	✓					✓		✓	✓		
Fotidar Akhilesh Md	All Other	✓					✓		✓	✓		
Papura William A Md	All Other	✓					✓		✓	✓		
Perrier Luc Md	All Other											
Comeau Christopher E Md	All Other	✓					✓		✓	✓		
Living Resource Corp Tbi	All Other	✓			✓		✓		✓	✓		✓
Ching Anthony L Md	All Other	✓					✓		✓	✓		
Carney Nancy Draper	All Other	✓					✓		✓	✓		
Canales Luis Ivan Md	All Other	✓					✓		✓	✓		
Kamenir Steven A Md	All Other											
Burke Grace Yvonne	All Other	✓					✓		✓	✓		
Menia Todd Gene Md	All Other											
Socolof Roslyn Weiss Md	All Other	✓					✓		✓	✓		
Rosenthal Laurel M	All Other	✓					✓		✓	✓		
Pryce Edith Henrietta Md	All Other											
Koloms Debra Anne Md	All Other	✓					✓		✓	✓		
All Syed Haider Md	All Other	✓					✓		✓	✓		
David Mccall, M.D., P.C.	All Other											
Ares Carlos Alfredo Md	All Other	✓					✓		✓	✓		
Andrew Lafrance Np-Family Health	All Other	✓					✓		✓	✓		
Socolof Elias Andrew Md	All Other	✓					✓		✓	✓		
United C P A Of North County	All Other	✓					✓		✓	✓		
Mulligan Stephane Md	All Other	✓					✓		✓	✓		
Corey Anne Craig Md	All Other	✓					✓		✓	✓		
Sanni Noaman Md	All Other	✓					✓		✓	✓		
Hayes Jennifer Whalen Md	All Other	✓					✓		✓	✓		
Runkel Gregory W Md	All Other	✓					✓		✓	✓		
Markessinis Paul	All Other	✓					✓		✓	✓		
Rayeski Suzanne Marie Md	All Other	✓					✓		✓	✓		



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Provider Name	Provider Category	2.a.i	2.a.ii	2.a.iv	2.b.viii	2.d.i	3.a.i	3.a.ii	3.a.iv	3.g.i	4.a.iii	4.b.ii
Gharagozloo Ali M	All Other	✓					✓		✓	✓		
Tai Muhammad Siddique	All Other						✓		✓	✓		
Lauzon Kathleen C	All Other	✓					✓		✓	✓		
Case Karen Braun	All Other	✓					✓		✓	✓		
Sandwick Lorraine Rpa	All Other	✓					✓		✓	✓		
Zale Gregory Paul Md	All Other											
Dalpe Joanne Linda Md	All Other	✓					✓		✓	✓		
Gupta Sanjeev Md	All Other	✓					✓		✓	✓		
Alagna Paul G Md	All Other	✓					✓		✓	✓		
Sung Steve C Md	All Other											
Lam Timothy	All Other											
Adams Michael Edward Md	All Other	✓					✓		✓	✓		
Moberg Paul Quimby Md	All Other	✓					✓		✓	✓		
Tranmer Bruce Ian Md	All Other											
Dargie Peter J Md	All Other	✓					✓		✓	✓		
Carey Kevin T Md	All Other											
Garg Vinod Kumar	All Other											
Wells Nursing Hm Adhc	All Other	✓					✓		✓	✓		
Blood Suzanne Marie Md	All Other	✓					✓		✓	✓		
Mctiernan Eugene James Md	All Other	✓					✓		✓	✓		
Meyer Melissa L Md	All Other	✓					✓		✓	✓		
Eberle Robert L Md	All Other	✓					✓		✓	✓		
Buck Elizabeth Kimball Beiser	All Other											
Moore Susan Elaine Md	All Other											
Brandy Christopher F Md	All Other	✓					✓		✓	✓		
Dembowski Charles Andrew Od	All Other	✓					✓		✓	✓		
Guile Alison Joanne Md	All Other	✓					✓		✓	✓		
Ortiz Gerald James Md	All Other											
Fulton County Arc	All Other	✓					✓		✓	✓		
Kim John H	All Other											
Mifsud Windy	All Other											



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Eye Care For The Adirondacks	All Other	✓					✓		✓			
Dewell Jay V Md	All Other	✓					✓		✓	✓		
Berkshire Farm Center	All Other	✓					✓		✓	✓		
Nathan Littauer Hosp	All Other	✓					✓		✓	✓		
Darrow Carla M	All Other	✓					✓		✓	✓		
Batich John William	All Other											
Al-Hussein Nabeel Md	All Other	✓					✓		✓	✓		
Wolkowicz Joel Mark Md	All Other	✓					✓		✓	✓		
Burn William Bruce Md	All Other	✓					✓		✓	✓		
Sabo Kathryn A	All Other	✓					✓		✓	✓		
Greenhouse Jeffrey A Md	All Other	✓					✓		✓	✓		
Levac Roger Francois Md	All Other											
Dys Ann M	All Other											
Culliton Timothy A Dpm	All Other	✓					✓		✓	✓		
Barth Suzanne J	All Other	✓					✓		✓	✓		
Collins Keith Md	All Other											
Serfilippi Geoffrey Md	All Other	✓					✓		✓	✓		
Hamilton Co Nurse Svc Psshsp	All Other	✓					✓		✓	✓		✓
Fulton Co Phns Psshsp	All Other	✓					✓		✓	✓		
Shah Shirraj	All Other											
Sanchez Williams Myrna Angiol	All Other	✓					✓		✓	✓		
Conifer Park	All Other	✓					✓		✓	✓		
Viscardo William Martin Jr Md	All Other	✓					✓		✓	✓		
Gaedtke Dorit D Md	All Other	✓					✓		✓	✓		
G F Pediatric Consultants Pc	All Other											
Jones Richard Eaton Dpm	All Other	✓					✓		✓	✓		
Vaccaro Anthony	All Other											
Fort Hudson Nursing Center Ad	All Other	✓					✓		✓	✓		
Beguin David P Md	All Other	✓					✓		✓	✓		
Burnett John S Md	All Other	✓					✓		✓	✓		
Paska David	All Other	✓					✓		✓	✓		



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Spillane Eileen M Do	All Other											
North James Michael Md	All Other	✓					✓		✓			
Buscemi Melchiorre L Md Pc	All Other	✓					✓		✓	✓		
Neivins Mary J Md	All Other											
Peterson Charles Craig Md	All Other											
Phillip James L Md	All Other											
Thakur Magendra Md	All Other	✓					✓		✓	✓		
Mairs Michael A Md	All Other											
Champlain Valley Fam Ctr	All Other	✓					✓		✓	✓		
Canton Potsdam	All Other	✓					✓		✓	✓		
North County Home Serv Inc	All Other	✓					✓		✓	✓		
Mckeever Richard Nelson Md	All Other	✓					✓		✓	✓		
Bolan Kevin P Rpa	All Other											
Silverberg Howard E Md	All Other	✓					✓		✓	✓		
Finch Richard Paul	All Other	✓					✓		✓	✓		
Militar Epifanio Iguidez Md	All Other											
Gates Laurie A	All Other	✓					✓		✓	✓		
Mccullum Kevin P Md	All Other	✓					✓		✓	✓		
Klausner Eric G Md	All Other	✓					✓		✓	✓		
Pabst Theodore Shuster Iii Md	All Other	✓					✓		✓	✓		
Stock Matthew L	All Other	✓					✓		✓	✓		
Nijjar Gurkirpal S Md	All Other	✓					✓		✓	✓		
Gabler James O	All Other	✓					✓		✓	✓		
Berrick Robert J	All Other	✓					✓		✓	✓		
Ditta Salvatore M	All Other	✓					✓		✓	✓		
Crawford Elizabeth D	All Other	✓					✓		✓	✓		
Thakker Dilip Manial	All Other											
Hart Brian K Md	All Other											
Mcauliffe John Daniel Md	All Other	✓					✓		✓	✓		
Kuettel Thomas J Md	All Other	✓					✓		✓	✓		
Flatau Irene Ruth Md	All Other	✓					✓		✓	✓		



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Miller Ranford V	All Other											
Fuhrman Solomon M Md	All Other	✓					✓		✓	✓		
Comm Mhc Glen Falls Mh	All Other	✓					✓		✓	✓		
Desai Nimesh Jitendra Md	All Other	✓					✓		✓	✓		
Lee Soo Gil Md	All Other											
Spinelli Eileen Benassi Np	All Other	✓					✓		✓	✓		
Seaway Orthopedics Pc	All Other	✓					✓		✓	✓		
Crossman Max L Md	All Other	✓					✓		✓	✓		
Nathan Littauer Hsp Nh Rnrf	All Other	✓					✓		✓	✓		
Saunders Richard A Md	All Other											
Baltazar Cynthia Md	All Other	✓					✓		✓	✓		
Bartos Elizabeth Ann Md	All Other	✓					✓		✓	✓		
Wasenko John J Md	All Other	✓					✓		✓	✓		
Judkins David Allen Md	All Other	✓					✓		✓	✓		
Grinberg-Funes Diego J Md	All Other											
Bollinger Frances C	All Other	✓					✓		✓	✓		
Larson Daniel C Md	All Other	✓					✓		✓	✓		
Jordan Mark Md	All Other											
Anderson Richard Mark Md	All Other											
Perreault Paul Roland Md	All Other	✓					✓		✓	✓		
Catholic Charities Rochester	All Other	✓					✓		✓	✓		
Heisse Rosemarie Md	All Other											
Filippone Nicholas D Md	All Other	✓					✓		✓	✓		
Orchard Nursing & Rehab Ctr	All Other	✓					✓		✓	✓		
Carstens Jan Synakowski Md	All Other	✓					✓		✓	✓		
Leverenz Keith C Md	All Other											
Schwartzman Michael S Md	All Other	✓					✓		✓	✓		
Meschane Karen E Md	All Other	✓					✓		✓	✓		
Devine Maria Kansas	All Other											
Health Serv Northern New York	All Other	✓			✓		✓		✓	✓		
Adirondack Pediatrics Pc	All Other											



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Anderson David J Md	All Other	✓					✓		✓	✓		
Reinhardt Pamela A Md	All Other											
820 River Street Inc.	All Other	✓					✓		✓	✓		
Winget Joseph F Md	All Other											
Bakirtzian Bedros Md	All Other	✓					✓		✓	✓		
Rohan William Gustave Md	All Other											
Lee Jungeun Jay	All Other											
Warren Cnty Serv Lthhcp	All Other	✓					✓		✓	✓		
United Helpers lcf #6	All Other	✓					✓		✓	✓		
Citizen Advocates,Inc	All Other	✓					✓		✓	✓		
Rider Russell Edward Md	All Other	✓					✓		✓	✓		
Maher Elizabeth Md	All Other											
Haas Douglas L Md	All Other	✓					✓		✓	✓		
Dowling Peter E Md	All Other	✓					✓		✓	✓		
High Peaks Hsp/Palliative Care, Inc	All Other											
Jhaveri Jayant J	All Other	✓					✓		✓	✓		
Karo Ronald Solomon Md	All Other											
Palmateter Daniel R Md	All Other	✓					✓		✓	✓		
Rubenstein Barney Md	All Other	✓					✓		✓	✓		
Tulloch Michael Joseph Md	All Other	✓					✓		✓	✓		
Cooper Karen Md	All Other											
Bhagat Anjni Girish Md	All Other	✓					✓		✓	✓		
Circle Adol Preg Prog Ts	All Other	✓					✓		✓	✓		
Freed Howard Md	All Other	✓					✓		✓	✓		
Shah Rajiv Shantilal Md	All Other	✓					✓		✓	✓		
United Helpers lcf #4	All Other	✓					✓		✓	✓		
United Helpers Irish Set lcf	All Other	✓					✓		✓	✓		
Adirondack Tri-Cnty Nr&Reh Ad	All Other	✓					✓		✓	✓		
Beaty Robert H Md	All Other	✓					✓		✓	✓		
Catholic Charities Warren lcf	All Other											
Grosser Mayer Md	All Other											



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Imobersteg Albert Michael Md	All Other	✓					✓		✓	✓		
Yovanoff James Md	All Other	✓					✓		✓	✓		
Ultee Reinier Frank Md	All Other	✓					✓		✓	✓		
Lieb Irwin Michael Md	All Other	✓					✓		✓	✓		
Pender Matthew C Md	All Other	✓					✓		✓	✓		
Layden John Joseph Md	All Other	✓					✓		✓	✓		
Stoian Alexandru Md	All Other	✓					✓		✓	✓		
Calabrese Gerald Leonard Md	All Other	✓					✓		✓	✓		
Washington Co Board Of Superv	All Other	✓					✓		✓	✓		
Manor Denis P Md	All Other											
United Helpers Icf #3	All Other	✓					✓		✓	✓		
Berk Gary R Md	All Other	✓					✓		✓	✓		
Kelly Benson J	All Other	✓					✓		✓	✓		
Hospice/Fall Care St Lawrence Val	All Other	✓					✓		✓	✓		
Reason Edward Lewis Md	All Other											
Banko John M Md	All Other											
Warner Robert Charles Jr Md	All Other											
Hoffman Mark Michael Md	All Other	✓					✓		✓	✓		
Shashidhar Chinthakuntla Reddy	All Other											
Health Services Northern Ny	All Other	✓					✓		✓	✓		
Bachman Paul Md	All Other	✓					✓		✓	✓		
North Star Ind Church St Icf	All Other	✓					✓		✓	✓		
North Star Ind Constable B Ic	All Other	✓					✓		✓	✓		
North Star Ind Constable A Ic	All Other	✓					✓		✓	✓		
North Star Ind Sawyer Ave Icf	All Other	✓					✓		✓	✓		
Lataillade Pierre Henry Md	All Other	✓					✓		✓	✓		
Franklin Cty Arc Chasrn Rd Icf	All Other	✓					✓		✓	✓		
Finkowski Michael J Md	All Other	✓					✓		✓	✓		
Jenks James E Md	All Other	✓					✓		✓	✓		
Waickman Leo Anthony Md	All Other											
Ferrando Denise Marcelle Md P	All Other											



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Home Hlth Care Of Hamilton Co	All Other	✓					✓		✓	✓		
North County Home Serv Inc	All Other	✓			✓		✓		✓	✓		
Lexington Community Svcs Inc	All Other	✓					✓		✓	✓		
Com Hlth Ctr Of Smh & Nlh Lth	All Other	✓					✓		✓	✓		
Com Hlth Ctr Of Smh & Nlh Inc	All Other	✓					✓		✓	✓		
Cecil Russell N A Md	All Other											
United Helpers Lcf #2	All Other	✓					✓		✓	✓		
Labinson Robert M Md	All Other	✓					✓		✓	✓		
Chapman Glen D Md	All Other	✓					✓		✓	✓		
Schechter Jay F Md	All Other	✓					✓		✓	✓		
Schuessler Donald C Jr Md	All Other	✓					✓		✓	✓		
Catholic Charities Serena Lcf	All Other											
Kandora Thomas Francis Md	All Other	✓					✓		✓	✓		
Hoy Christopher Dion Md	All Other	✓					✓		✓	✓		
Way Daniel Gregory	All Other	✓					✓		✓	✓		
Busch Harriet Phyllis Md	All Other	✓					✓		✓	✓		
United Helpers Canton Nh Snt	All Other											
Smead Bryan Md	All Other	✓					✓		✓	✓		
Rugge John K Jr Md	All Other	✓					✓		✓	✓		
Conjalca Michael S Md	All Other	✓					✓		✓	✓		
Fuchs James David Md	All Other											
Esper John A Md	All Other	✓					✓		✓	✓		
Maggio Charles A Md	All Other	✓					✓		✓	✓		
St Lawrence Pc	All Other	✓					✓		✓	✓		
Nolan Florence A Md	All Other											
McCloy Sandra A Md	All Other											
Schwerman Joseph J Pc Md	All Other	✓					✓		✓	✓		
United Helpers Lcf #1	All Other	✓					✓		✓	✓		
Visiting Nurs Svc/Schld & Sar Cnty	All Other	✓					✓		✓	✓		
Carson Eric Robert Od	All Other	✓					✓		✓	✓		
Brandis Robert A Md	All Other	✓					✓		✓	✓		



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Dworkin Paul Md	All Other											
Paddock Bradley H Md	All Other											
St Josephs Rehab Center Inc	All Other	▼					▼		▼	▼		
Disney George Alan Md	All Other	▼					▼		▼	▼		
Clinton Cnty Comm Svcs Board	All Other	▼					▼		▼	▼		
Racine Maurice A Md	All Other	▼					▼		▼	▼		
Rogers Robert T Ii	All Other	▼					▼		▼	▼		
Wakeman Gary R	All Other	▼					▼		▼	▼		
Chalorn Mark Md	All Other	▼					▼		▼	▼		
Mccahill Woods Jr Md	All Other	▼					▼		▼	▼		
St Lawrence Cnty Comm Svcs Br	All Other											
St Regis Mohawk Health Svcs	All Other	▼					▼		▼	▼		
Black Howard M Jr Md	All Other											
Johnson David A Md	All Other											
Adirondack Internal Medicine &	All Other											
Saratoga Cnty Comm Svcs Brd	All Other	▼					▼		▼	▼		
Moisan Charles E Jr Md	All Other											
Mazzotta Sebastian Angelo Md	All Other	▼					▼		▼	▼		
Warrensburg Health Center	All Other	▼					▼		▼	▼		
Schnure Joel J Md	All Other	▼					▼		▼	▼		
Vacek James John Md	All Other	▼					▼		▼	▼		
Gara Philip Joseph Jr Md	All Other	▼					▼		▼	▼		
Latreille William R Jr Md	All Other	▼					▼		▼	▼		
Cady Robert B Md	All Other	▼					▼		▼	▼		
Werblin Robert Md	All Other	▼					▼		▼	▼		
Budnikas Arunas A Md	All Other	▼					▼		▼	▼		
Pesses David R Md	All Other	▼					▼		▼	▼		
Mycek John A Md	All Other	▼					▼		▼	▼		
Mehta Banshi Md	All Other											
Horowitz Lawrence M Do	All Other	▼					▼		▼	▼		
Ismail Mohammed	All Other											



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Eagan Thomas Stanford	All Other											
Miller Nelson L Md	All Other	✓					✓		✓	✓		
Gort Dennis A Md	All Other	✓					✓		✓	✓		
United Helpers Nh	All Other											
Warren County Health Serv	All Other	✓					✓		✓	✓		
Vna Of Albany & Saratoga	All Other	✓					✓		✓	✓		
Essex County Nursing Service	All Other											
Warren Cnty Health Services	All Other	✓					✓		✓	✓		
Planned Pthd Mohawk Hudson	All Other	✓					✓		✓	✓		✓
Ucp Assn Of The Capital Dist	All Other	✓					✓		✓	✓		
Smith House Health Care Ctr	All Other	✓					✓		✓	✓		
Rehman Hamid Azizur Md Pc	All Other											
Thomas Gordon M Md	All Other	✓					✓		✓	✓		
Loinaz Federico Alfredo Md	All Other	✓					✓		✓	✓		
Kearney John R Pc Md	All Other											
Cook George S Md	All Other	✓					✓		✓	✓		
Kilbourne Barry J Md	All Other											
Gelbard Bernard Md	All Other											
Savel Herbert Md	All Other											
Alice Hyde Medical Center	All Other	✓					✓		✓	✓		
Patnode Roger E Md	All Other	✓					✓		✓	✓		
Med Assoc Of Saranac Lake Pc	All Other											
Wells Nursing Home Inc Snf	All Other	✓					✓		✓	✓		
Federman Dorothy S Md	All Other	✓					✓		✓	✓		
Federman Jay S Md	All Other											
Rastinehad Rustom A Pc Md	All Other											
Welch David G Md	All Other	✓					✓		✓	✓		
Villajuan Bernardo Ramos Md	All Other	✓					✓		✓	✓		
Adirondack Medical Center	All Other	✓					✓		✓	✓		
Moses Ludington Hospital	All Other	✓					✓		✓	✓		
Solomon Joel Md	All Other	✓					✓		✓	✓		



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Stanton Nursing & Rehab Cente	All Other	✓					✓		✓						
Morrissey James F Md	All Other	✓					✓		✓						
Hindson James F Md Pc Md	All Other	✓					✓		✓						
Lehine Guy Daniel Md Faap	All Other														
Elizabethown Community Hsp	All Other	✓					✓		✓					✓	
Canton-Potsdam Hospital	All Other	✓					✓		✓						
Alice Hyde Medical Center	All Other	✓					✓		✓						
Franklin Cnty Public Hlth Ser	All Other	✓					✓		✓						
Champlain Valley Physicians H	All Other	✓					✓		✓						
Champlain Valley Physicians H	All Other	✓					✓		✓						
Wesley Health Cc Inc Snf	All Other	✓					✓		✓						
Adirondack Medical Ctr-Mercy Hlthcr	All Other	✓					✓		✓						
Nathan Littauer Hospital	All Other	✓					✓		✓						
Fort Hudson Nursing Center	All Other	✓					✓		✓						
Adirondack Medical Ctr-Ujheln Merc	All Other	✓					✓		✓						
St Margaret's Center	All Other	✓					✓		✓						
Glens Falls Crossings	All Other	✓					✓		✓						
Heritage Commons Res Health Care	All Other	✓					✓		✓						
Indian River Reh & Nrs Ctr	All Other	✓					✓		✓						
Nicholson John M W Md	All Other	✓					✓		✓						
Rodenmayer Wade Harold Rpa	All Other	✓					✓		✓						
Kumar Brij	All Other														
Lodha Seema A Md	All Other	✓					✓		✓						
Messercola Stephanie Rpa	All Other														
Wilson Charles Richard Md	All Other	✓					✓		✓						
Kimball Sean Lewis Md	All Other	✓					✓		✓						
Mark Lisa Ann Md	All Other	✓					✓		✓						
Fort Hudson Home Care Inc Nhtd	All Other	✓					✓		✓						✓
Dorsey Daniel	All Other	✓					✓		✓						
Spicer Scott Michael	All Other	✓					✓		✓						
Slingerland David	All Other	✓					✓		✓						



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Parker William	All Other	✓					✓		✓						
Farwa Urne	All Other	✓					✓		✓						
Haasbeek Jeffrey Frank Md	All Other	✓					✓		✓						
Ireland Rachyl	All Other	✓					✓		✓						
Shnaidman Clare	All Other	✓					✓		✓						
Caputo Pasqualino	All Other	✓					✓		✓						
Eric Andre Gauthier	All Other														
Gaiotti-Grubbs Darci Ann	All Other	✓					✓		✓						
Peff Peter Joseph	All Other	✓					✓		✓						
Mcdermott Brian	All Other	✓					✓		✓						
Gardner Theresa M	All Other	✓					✓		✓						
Vida Aimee C	All Other	✓					✓		✓						
Matthew Gilbert	All Other	✓					✓		✓						
Vanwagner Kris Adwards	All Other	✓					✓		✓						
Robert Raut	All Other	✓					✓		✓						
Kayalar Ailla	All Other	✓					✓		✓						
Liberty House Foundation Inc Day	All Other	✓					✓		✓						
Southworth Krista Rpa	All Other	✓					✓		✓						
William Pace Md	All Other														
Lower John Arthur Jr	All Other	✓					✓		✓						
Soryal George Fayk Melad	All Other														
Lang Deborah B	All Other	✓					✓		✓						
Tryon Crystal M	All Other	✓					✓		✓						
Anthony F Tramontano Md	All Other	✓					✓		✓						
Buckley Jacquelyn Anne Rpa	All Other	✓					✓		✓						
Dumitrescu Claudia	All Other	✓					✓		✓						
Sarah Thompson	All Other														
Christensen Diana	All Other														
Dinkels Michael	All Other														
Maplewood Assisted Living Alp	All Other	✓					✓		✓						
Dicoby Tatiana	All Other	✓					✓		✓						



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Sheridan Wilhelmina Marie	All Other	✓					✓		✓	✓		
Hoffman Stuart Michael	All Other	✓					✓		✓	✓		
Prangova Dimitrina Ivanova	All Other	✓					✓		✓	✓		
Howard Jeffrey Gold	All Other	✓					✓		✓	✓		
Griffin Karen R	All Other											
Varney Thomas Edward	All Other											
Berard Marco R	All Other	✓					✓		✓	✓		
Sherman Diana	All Other											
Allen Mary Anne Aurelia	All Other	✓					✓		✓	✓		
Cassingham Amy Louise	All Other	✓					✓		✓	✓		
Shepard Timothy Folsom	All Other											
Guadagno Brian Peter	All Other											
Fish Erica Ann	All Other	✓					✓		✓	✓		
Williford Kristin L	All Other	✓					✓		✓	✓		
Blackwood Jordan C A	All Other											
Lynch Matthew Clyde Md	All Other	✓					✓		✓	✓		
Rau Stefan Thomas	All Other											
Mestad Renee Elizabeth	All Other	✓					✓		✓	✓		
Minnick Kate Franklin	All Other	✓					✓		✓	✓		
Mcneil Carrie Lynn	All Other	✓					✓		✓	✓		
Beiras Darci	All Other	✓					✓		✓	✓		
Abodeely Adam J	All Other	✓					✓		✓	✓		
Swinwood Tara	All Other	✓					✓		✓	✓		
Pangia Kathleen	All Other	✓					✓		✓	✓		
Sapovits John D	All Other											
Lai Kuang Md	All Other	✓					✓		✓	✓		
Mark Edward Vadney	All Other											
Meness Debra	All Other											
Julio A Lemos Md	All Other											
Miron Carrie Beth	All Other	✓					✓		✓	✓		
Gearwar David C	All Other	✓					✓		✓	✓		



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Morris-Dickinson Gwendolyn Sue	All Other	✓					✓		✓			
Kilgore Dona Marie	All Other	✓					✓		✓			
Rowell Amy E	All Other											
Rizzo Laura Ann	All Other	✓					✓		✓			
Freeman Janis	All Other	✓					✓		✓			
Portuese Thomas	All Other	✓					✓		✓			
Vanwagner Alecia	All Other	✓					✓		✓			
Adirondack Medical Practice Llc	All Other	✓	✓				✓		✓			
Akin Lee H	All Other	✓					✓		✓			
Porter Allison Kay	All Other	✓					✓		✓			
Earley Alicia	All Other	✓					✓		✓			
Ghaffari Zandi Shahbanoo	All Other	✓					✓		✓			
Frank Wendy L	All Other	✓					✓		✓			
Benardot Pediatrics Llc	All Other	✓	✓				✓		✓			
Knowles Terry Do	All Other	✓					✓		✓			
Spencer Taylor	All Other	✓					✓		✓			
Shen Jian	All Other											
Saratoga County Chapter Nys Arc Inc	All Other	✓					✓		✓			
Hauerstock David	All Other	✓					✓		✓			
Piacentine Stephen Michael	All Other											
Apridonidze Teimuraz	All Other											
Schned Laura	All Other											
Meilbede Lauren M	All Other											
Henderson Tracey Ann	All Other	✓										
Hilger Terry	All Other	✓					✓		✓			
Cooper Joanne	All Other	✓					✓		✓			
Indelicato Lori Marie	All Other	✓					✓		✓			
Mchugh Robert	All Other	✓					✓		✓			
Gupta Rahul	All Other											
Watson Ashley Lynn	All Other	✓					✓		✓			
Evens Shannon T	All Other	✓					✓		✓			



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Hutchins Elizabeth Ann	All Other	✓					✓		✓	✓		
Witty-Lewis Cosette	All Other	✓					✓		✓	✓		
Kilayko Mary Clarisse L	All Other	✓					✓		✓	✓		
Sooriabalan Danushan	All Other	✓					✓		✓	✓		
Schmitt Patricia Ann	All Other	✓					✓		✓	✓		
Gardner Keri	All Other	✓					✓		✓	✓		
Husson Paul	All Other	✓					✓		✓	✓		
Dibble Christophe	All Other											
Phoenix Jennifer	All Other	✓					✓		✓	✓		
Avery Jackie S	All Other	✓					✓		✓	✓		
Support Link Msc Summit	All Other											
Ouyang David	All Other											
Tolge David Paul	All Other											
Laurel Jean Shambo	All Other											
Farrell Andrea	All Other	✓					✓		✓	✓		
Simpson Cynthia L	All Other	✓					✓		✓	✓		
Asar Mariam H	All Other	✓					✓		✓	✓		
Petroski Rayford Andrew	All Other	✓					✓		✓	✓		
Choudry Shazia Amber	All Other											
Reddy Nikalash	All Other	✓					✓		✓	✓		
Wintle Catherine Ann	All Other											
Oneill Tina Marie	All Other	✓					✓		✓	✓		
De La Vega Maria Teresa	All Other	✓					✓		✓	✓		
Parsons Child And Family Ctr	All Other	✓					✓		✓	✓		
Belvedere Health Services Llc	All Other	✓					✓		✓	✓		
Crane Jessica Blythe	All Other	✓					✓		✓	✓		
Mcdonough James A	All Other	✓					✓		✓	✓		
Loka Alfred M	All Other	✓					✓		✓	✓		
Fuller Michael Wesley	All Other	✓					✓		✓	✓		
Viola Tracey A	All Other	✓					✓		✓	✓		
Qubti Marzouq Awni	All Other	✓					✓		✓	✓		



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Hettena Avi J	All Other	✓					✓		✓			
Mastrangelo John Armand	All Other											
Hudson Headwaters Health Network	All Other	✓					✓		✓			
Hankins Mark F	All Other	✓					✓		✓			
Wais Wendy	All Other	✓					✓		✓			
Aigbe Nosa	All Other											
Falardeau Jodi L	All Other											
Herrick Katherine Mehrens	All Other											
Beller Jennifer Perrine	All Other	✓					✓		✓			
Fort Hudson Home Care Inc Tbi	All Other	✓					✓		✓			
Fulton Center Rehabilitation & Heal	All Other	✓					✓		✓			
Brown Laurie F	All Other	✓					✓		✓			
Whitehead Michael Baldwin	All Other	✓					✓		✓			
Levy Ronnie	All Other											
Song Xiaosong	All Other	✓					✓		✓			
Colby Kristeen M	All Other	✓					✓		✓			
Black Trevor	All Other	✓					✓		✓			
Baker Katherine A	All Other	✓					✓		✓			
Burns Eve Marie	All Other											
Clark Kristina Marie	All Other											
Bruce Karen P	All Other	✓					✓		✓			
Jenison Matthew Clark	All Other	✓					✓		✓			
Nathan Littauer Hospital Associatio	All Other	✓					✓		✓			
Nathan Littauer Hospital Associatio	All Other	✓					✓		✓			
Lalonde Sarah Elizabeth	All Other	✓					✓		✓			
Melanson Heather M	All Other	✓					✓		✓			
Pit Flos Carmeli Ilogon	All Other	✓					✓		✓			
Reed Thomas	All Other											
Wunderlich Kathleen L	All Other	✓					✓		✓			
Glickman Mary Halloran	All Other	✓					✓		✓			
Slingerlands Emily Easterly	All Other											



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Heywood Ann Jacqueline	All Other											
Hanafi Walid	All Other	✓					✓		✓	✓		
Sadal Raju A	All Other	✓					✓		✓	✓		
Bansal Vineet	All Other	✓					✓		✓	✓		
Paszko Andrew	All Other	✓					✓		✓	✓		
De Federicis Margarita Rosa	All Other	✓					✓		✓	✓		
Bergin Suzanne	All Other	✓					✓		✓	✓		
Delair Nikole Leah	All Other											
Crane Jr William G	All Other	✓					✓		✓	✓		
L Woerner Inc	All Other	✓			✓		✓		✓	✓		
Anwer Naima	All Other	✓					✓		✓	✓		
Hunter Linda	All Other	✓					✓		✓	✓		
Dusha Marguerite C	All Other	✓					✓		✓	✓		
Aim Services Inc Spt	All Other	✓					✓		✓	✓		
Shah Manish Vipinchadra	All Other											
Catholic Charities Of Albany lcs	All Other	✓							✓			
Sukumaran Sunitha	All Other											
Miller Kristin Marie	All Other	✓					✓		✓	✓		
Jones Todd William	All Other											
Polniak Noelle Elizabeth	All Other	✓					✓		✓	✓		
Tarnoff Stephen J	All Other	✓					✓		✓	✓		
Bigelow Gaylen M	All Other											
Dodge Christopher Ashby	All Other	✓					✓		✓	✓		
Moskowitz Holly	All Other	✓		✓			✓		✓	✓		
Reid Darcy Marie	All Other	✓					✓		✓	✓		
Thompson Erika	All Other											
Krishnarasa Balakumar	All Other											
Murrock Mary Lou	All Other											
Paquette Colleen Louise	All Other											
Howell Sarah Lynn	All Other	✓					✓		✓	✓		
Matarrese Marissa Rae	All Other	✓					✓		✓	✓		



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Curran Rita E	All Other											
Delsignore Catherine Anne	All Other	✓					✓		✓			
Pate James Webster	All Other											
Cougler Ernie Sterling	All Other	✓					✓		✓			
Koppenheffer Peter B	All Other											
Shaw Colleen Margaret	All Other	✓					✓		✓			
Frasier Kasandra C	All Other	✓					✓		✓			
Clark Melissa Gail	All Other											
O'Garro Eleazar	All Other	✓					✓		✓			
Reynolds Derek John	All Other	✓					✓		✓			
Togbe Bennet	All Other	✓					✓		✓			
Giroux Kathryn O	All Other											
Van Anden Elizabeth Garber	All Other											
Worczak Marianna	All Other											
Gumuka Michael	All Other											
Jacques Yarnilee Aparacida	All Other											
Weinberg Nicholas Eric	All Other											
Gilman Ashley C	All Other											
Macomber Abigail Rose	All Other	✓					✓		✓			
Sauer-Jones Kate Janette	All Other	✓					✓		✓			
Abrams Amanda Mary	All Other	✓					✓		✓			
Durkee Sarah Beth	All Other	✓					✓		✓			
Lyapin Alexander	All Other	✓					✓		✓			
Bynes Crystal	All Other											
Chapman Dean	All Other	✓					✓		✓			
Hand Sarah Jean	All Other	✓					✓		✓			
Gabriel Antoine Makram	All Other											
Donovan Jennifer Lynn	All Other	✓					✓		✓			
Mckenna James Robert	All Other	✓					✓		✓			
Davis Jennifer Tracy	All Other	✓					✓		✓			
Isakharov Margarita	All Other											



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Dinsmore Lauren Elizabeth	All Other	✓					✓		✓	✓		
Cecot Krista Lynn	All Other	✓					✓		✓	✓		
Heber Felicia Ann	All Other											
Hurlbut Kristin E	All Other	✓					✓		✓	✓		
Clark Melanie C	All Other	✓					✓		✓	✓		
Blackburn Georgia A	All Other	✓					✓		✓	✓		
Doyle Mark Matthew	All Other	✓					✓		✓	✓		
Richard Thomas Cleary Jackson	All Other											
Krant Jonathan David	All Other	✓					✓		✓	✓		
Arthur Jill	All Other											
Edwards Mallory Catherine	All Other	✓					✓		✓	✓		
Dibben Eric	All Other											
Canton-Potsdam Hospital	All Other											
Sandhu Juihar Kaur	All Other	✓					✓		✓	✓		
Kafa Ammar	All Other											
Washington Pub Hlth Nurssv Co	All Other	✓					✓		✓	✓		
Wilson Allison Marie	All Other	✓					✓		✓	✓		
Gouverneur Hospital, Inc	All Other	✓					✓		✓	✓		
Hill Adam Douglas	All Other											
Payette Anne Catherine	All Other											
Community Work And Independence Spt	All Other	✓					✓		✓	✓		
Wessel Richard Fredrick Jr	All Other	✓					✓		✓	✓		
Arenas Gilbert D	All Other	✓					✓		✓	✓		
Northern Lights Health Care Partner	All Other	✓			✓		✓		✓	✓		
Laporte Frederic	All Other											
Walton Sarah Anne	All Other	✓					✓		✓	✓		
Fort Hudson Certified Home Health A	All Other	✓			✓		✓		✓	✓		✓
Frank-Dixon Kristen Lianne	All Other	✓					✓		✓	✓		
France Kenneth	All Other	✓					✓		✓	✓		
Aunchman Nicholas	All Other											
Sposit Carwyn	All Other	✓					✓		✓	✓		



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Mackinnon Justin	All Other											
Cerklewich Nicole	All Other	▼					▼		▼	▼		
All Rita Lynn	All Other	▼					▼		▼	▼		
Fuller Erin	All Other	▼					▼		▼	▼		
Leonard Kyle	All Other	▼					▼		▼	▼		
Decunzo Jacqueline Ford	All Other	▼					▼		▼	▼		
Grasso Kathryn L	All Other											
Baker Brandii Adamson	All Other											
Casey Pamela Heil	All Other											
Stasko Corrine	All Other	▼					▼		▼	▼		
Essex Operations Associates Llc	All Other	▼					▼		▼	▼		
Delamater Jeffrey T	All Other											
Hinman Elisha Lynn	All Other											
Kilmer Abigail	All Other											
Franclemont Mariah Louise	All Other											
White Paula A	All Other	▼					▼		▼	▼		
Baru Dragos	All Other											
Pinegar David Mark	All Other											
Johnston Shae Elizabeth	All Other	▼					▼		▼	▼		
Linden Eva	All Other	▼					▼		▼	▼		
Chater Michael George	All Other											
Morine Erin M	All Other											
Nelson Jessica Rae	All Other											
Parker Kathryn Day	All Other											
Washington Operations Associates LI	All Other	▼					▼		▼	▼		
Diaz Gabriela	All Other											
EI Daouk Manal	All Other											
Euashachi Marena	All Other											
Alice Hyde Medical Center	All Other											
Matthews-Smith Velmalia Danette	All Other											
Hindson David Fessler	All Other											



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Miller Kristine	All Other											
Zuis Madison	All Other											
Tarello Matthew	All Other											
Benway Jamie Lynn	All Other											
Kelley Kristen Lea	All Other											
Abisse Saddam Saleh	All Other											
Grassi Kevin	All Other											
Thompson Sarah Mary Margaret	All Other											
Meraz Angela Rose	All Other											
Weber Nicole	All Other											
Magcalas Philip Matthew	All Other											
Quaresima Mark Andrew	All Other											
Wilhelm Lindsey Brooke	All Other											
Richard Denise Nicole	All Other											
Slim Hanna	All Other											
Kedar Eyal	All Other											
Cabrera Maegan Boulerice	All Other											
Derbyshire Ella Ruth	All Other											
Campanie Sean P	All Other											
Madiraju-Srinivas Satish	All Other											
Ciolac Candice Michelle	All Other											
King Jessica Sheri	All Other											
Deso Steven Edward	All Other											
Bombard Tiffany	All Other											
Villanueva Alex Gregory	All Other											
Cummings Robert Sumner Jr	All Other											
Braico Lia Brooke	All Other											
Lee David	All Other											
Quaresima John Thomas	All Other											
Gravell Brianne Lee	All Other											
Munz Heather Marie	All Other											



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Duffy Timothy Michael	All Other											
Clinton Aimee Beers	All Other											
Mondella Alexis Maria	All Other											
Brown Krysta Lynn	All Other											
Reed Amanda Catherine	All Other											
Colwell Kristina Marie	All Other											
Kessler Stephen L	All Other											
Draper Ashley Nicole	All Other											
Elderwood Of Uihlein Lake Placid	All Other											
Wilcox Haley R	All Other											
Tao Haiyang	All Other											
Ammannagari Nischala	All Other											
Cooney Elizabeth Jane	All Other											
Popper Joseph Edward	All Other											
185 Old Military Road Operating Company, Llc	Uncategorized											
Gerken Joni Mrs.	Uncategorized											
Primary Care Hlth Ptrs Nyllp	Uncategorized											
Mountain View Pediatrics Pllc	Uncategorized											
North Star Ind Constable A Ic	Uncategorized											
Hudson Headwaters Health Network	Uncategorized											
Mcardle Randee	Uncategorized											
Brown Sarah	Uncategorized											
Cooper Aaron	Uncategorized											
Wesley Health Cc Inc Snf	Uncategorized											
Warrensburg Health Center	Uncategorized											
United Helpers Care Inc Mh	Uncategorized											
Moses Ludington Hospital	Uncategorized											
Conifer Park	Uncategorized											
Croy Jared	Uncategorized											
Gouverneur Hospital, Inc	Uncategorized											
Barber Courtney	Uncategorized											



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Champlain Valley Physicians H	Uncategorized											
United Helpers Canton Nursing Home, Inc	Uncategorized											
Kirkey Deanna	Uncategorized											
Bohl Coreen	Uncategorized											
Vincent Dawn Mrs.	Uncategorized											
Miller Jacqueline Mrs.	Uncategorized											
Nitschke Jonathan	Uncategorized											
Sanger Sacha	Uncategorized											
Kimuli Peter Mr.	Uncategorized											
Warren Cnty Serv Lthhcp	Uncategorized											
Marnell Sandra Ms.	Uncategorized											
Williams Paula	Uncategorized											
Galietta Stephen	Uncategorized											
Warrensburg Health Center	Uncategorized											
Nathan Littauer Hsp Nh Rhcf	Uncategorized											
Warren/Washington Mha Inc	Uncategorized											
Washington Operations Associates Ll	Uncategorized											
O'Reilly Casie Ms.	Uncategorized											
Moses Ludington Hospital	Uncategorized											
Andrade Kristine	Uncategorized											
Essex Operations Associates Llc	Uncategorized											
Adirondack Internal Medicine &	Uncategorized											
Burns Kelli	Uncategorized											
Saratoga Center For The Family, Inc.	Uncategorized											
Canton-Potsdam Hospital	Uncategorized											
Community Workshop Inc	Uncategorized											
Fulton Cnty Public Hlth Ei	Uncategorized											
Adirondack Samaritan Licensed Clinical Social Work Pc	Uncategorized											
Washington Pub Hlth Nurssv Co	Uncategorized											
Noel Laura Ms.	Uncategorized											
Alice Hyde Medical Center	Uncategorized											



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St Lawrence Addiction Trt Ctr	Uncategorized											
Champlain Valley Physicians	Uncategorized											
Warrensburg Health Center	Uncategorized											
Bisonette Jillian	Uncategorized											
Vann Lena	Uncategorized											
North Country Home Services, Inc.	Uncategorized											
Catholic Fam Comm Ser Fulton	Uncategorized											
Wells Nursing Hm Adhc	Uncategorized											
Warrensburg Health Center	Uncategorized											
United Helpers Home Services	Uncategorized											
Robinson Jo	Uncategorized											
Stapleton Katelyn	Uncategorized											
Hwang Janice	Uncategorized											
Franklin Cnty Public Hlth Ser	Uncategorized											
Clinton Cnty Comm Svcs Board	Uncategorized											
The Family Counseling Ctr	Uncategorized											
Kenney Sienna	Uncategorized											
Citizen Advocates, Inc.	Uncategorized											
Aim Services Inc	Uncategorized											
Nesbitt Mary Ann	Uncategorized											
Lakeside House Inc	Uncategorized											
Kelly Katie	Uncategorized											
Patnode Briana	Uncategorized											
Fowler Jillian	Uncategorized											
Willette Megan	Uncategorized											
Doyle Kelley	Uncategorized											
Warrensburg Health Center	Uncategorized											
St Lawrence Pc	Uncategorized											
Fealey Kathryn	Uncategorized											
Sanders-Willmott Kristen Mrs.	Uncategorized											
Baillargeon Cassie Mrs.	Uncategorized											



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Betts Tanasia	Uncategorized											
Saratoga Arc Ruggles Rd Icf	Uncategorized											
Edward John Noble Hospital Of Gouverneur Ny Swing Bed Unit	Uncategorized											
Champlain Valley Physicians H	Uncategorized											
Longo Betty	Uncategorized											
L Woerner Inc	Uncategorized											
People Incorporated	Uncategorized											
Wurzburg Dara Mrs.	Uncategorized											
Johnson Marc	Uncategorized											
Living Resources Home Care Agency, Inc.	Uncategorized											
Cgsr Inc	Uncategorized											
United Helpers Icf #4	Uncategorized											
Dr. Anjni Bhagat M.D.	Uncategorized											
Champlain Valley Physicians Hospital	Uncategorized											
Davis-Parker Melissa Lynn	Uncategorized											
Lyon Karla	Uncategorized											
Shook Samantha	Uncategorized											
Ross Taylor	Uncategorized											
Prybylowski Mary	Uncategorized											
Goldberg Frederick Md	Uncategorized											
Mueller Paula	Uncategorized											
Eddy Nanette	Uncategorized											
Sanjeev And Mukta Gupta	Uncategorized											
Warrensburg Health Center	Uncategorized											
Fulton County Arc	Uncategorized											
Wells Nursing Home Inc Snf	Uncategorized											
Saratoga Arc Washington St Ic	Uncategorized											
Com Hlth Ctr Of Smh & Nlh Lth	Uncategorized											
Ackley Kenneth	Uncategorized											
United Helpers Care, Inc. DbA Mosaic - Service Coordination	Uncategorized											
Golub Melissa Ms.	Uncategorized											



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Aids Council Of Neny Ai	Uncategorized												
Warren Cnty Health Services	Uncategorized												
Falk Judith Dr.	Uncategorized												
Musco Marybeth	Uncategorized												
Whitney Cody	Uncategorized												
Bauries George Dr.	Uncategorized												
St Lawrence Psychiatric Center	Uncategorized												
Hanna Christine	Uncategorized												
Adirondack Pediatrics Pc	Uncategorized												
Nathan Littauer Hospital	Uncategorized												
Cah Alternatives In Mankind	Uncategorized												
United Helpers Residence, Inc. Dba Riverledge Residence	Uncategorized												
Curley Athena	Uncategorized												
Murray Deborah	Uncategorized												
Dron Alexandr	Uncategorized												
Warrensburg Health Center	Uncategorized												
Fort Hudson Home Care, Inc.	Uncategorized												
Sweet Curtis	Uncategorized												
Warren County Health Serv	Uncategorized												
Mohaddes Sara Ms.	Uncategorized												
Moses Ludington Hospital	Uncategorized												
Greene Penny Mrs.	Uncategorized												
Hughes Dorothy	Uncategorized												
Seymour Jenna Miss	Uncategorized												
Perry Craig	Uncategorized												
Edward John Noble Hospital Of Gouverneur Ny	Uncategorized												
United Helpers Care, Inc. Dba Mosaic - Day Habilitation	Uncategorized												
Colby Emmalee	Uncategorized												
Nathan Littauer Hospital	Uncategorized												
Glens Falls Hospital	Uncategorized												
Drake Deborah	Uncategorized												



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Molnar Shalyn	Uncategorized											
Conifer Park	Uncategorized											
Hooper Gregory	Uncategorized											
Stickles Robert	Uncategorized											
Ausfeld Edward Mr.	Uncategorized											
Spring Jessica	Uncategorized											
Deno Troy	Uncategorized											
Chase Meredith	Uncategorized											
Catholic Charities Of The Diocese Of Albany	Uncategorized											
United Helpers Irish Set Icf	Uncategorized											
Warrensburg Health Center	Uncategorized											
Alice Hyde Medical Center	Uncategorized											
North Star Ind Constable B Ic	Uncategorized											
Dutcher Joseph Mr.	Uncategorized											
Conifer Park	Uncategorized											
Fleury Jordan Mr.	Uncategorized											
Mcmanus Katie	Uncategorized											
Champlain Valley Physicians H	Uncategorized											
Planned Pthd Mohawk Hudson	Uncategorized											
Fernandez Paulino Virginia	Uncategorized											
Persaud Vimilla	Uncategorized											
Vermette Abra	Uncategorized											
Mathers Cara Jean Ms.	Uncategorized											
Cioffi Lindsay Ms.	Uncategorized											
Warrensburg Health Center	Uncategorized											
Paolano Albert L Md	Uncategorized											
Graves Roland	Uncategorized											
Mountain Valley Hospice	Uncategorized											
Elizabethtown Community Hsp	Uncategorized											
Circle Adol Preg Prog Ts	Uncategorized											
Comm Mhc Glen Falls Mh	Uncategorized											



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Com Hlth Ctr Of Smh & Nlh Inc	Uncategorized											
Franklin Cnty Public Hlth Svc	Uncategorized											
Fort Hudson Nursing Center	Uncategorized											
Jensen Richard F	Uncategorized											
Hospice Of The North Country	Uncategorized											
Canton Family Physicians Pc	Uncategorized											
Adirondack Samaritan Counseling Center	Uncategorized											
St Lawrence Internists Pc	Uncategorized											
United Helpers Canton Nh Snf	Uncategorized											
County Of Washington New York	Uncategorized											
Luckey Megan Mrs.	Uncategorized											
Egge Kierstin	Uncategorized											
United Helpers Icf #1	Uncategorized											
North Star Ind Sawyer Ave Icf	Uncategorized											
St Regis Mohawk Health Svcs	Uncategorized											
Rajiv S Shah Physician P C	Uncategorized											
Warren County Health Services Public Health	Uncategorized											
Ucpa Of The North Country	Uncategorized											
Seaway Orthopedics Pc	Uncategorized											
Fort Hudson Nursing Center Ad	Uncategorized											
Citizen Advocates Inc	Uncategorized											
United Helpers Care, Inc. DbA Mosaic - Riverwood Acres Ira #2	Uncategorized											
Fennell-Gordon Colleen Mrs.	Uncategorized											
House Mark Mr.	Uncategorized											
Champlain Valley Physicians H	Uncategorized											
Northeast Parent And Child Society, Inc.	Uncategorized											
Mental Health Assoc Essex Mh	Uncategorized											
Nys Omh Slpc Children And Youth	Uncategorized											
United Helpers Icf #3	Uncategorized											
Hospice/Pall Care St Lawrence Val	Uncategorized											
Aim Services Inc	Uncategorized											



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Hickey Stacey	Uncategorized											
Ucp Assn Of The Capital Dist	Uncategorized											
Yoler Katherine Amon	Uncategorized											
Wells Nursing Home Inc Snf	Uncategorized											
Adirondack Medical Practice Llc	Uncategorized											
Ami Services Inc	Uncategorized											
Herring-Laniyo Cheryl	Uncategorized											
Stanton Nursing & Rehab Cente	Uncategorized											
Eye Care For The Adirondacks	Uncategorized											
Orchard Nursing & Rehab Ctr	Uncategorized											
Capital District Pc	Uncategorized											
County Of Warren	Uncategorized											
Fulton Co Phns Psshsp	Uncategorized											
Brown Kurt	Uncategorized											
Monahan Todd	Uncategorized											
Conifer Park	Uncategorized											
Nathan Littauer Hospital & Nursing Home	Uncategorized											
Carr Jill	Uncategorized											
Cartee David	Uncategorized											
Marquart Emily Mrs.	Uncategorized											
Robinson Brenda	Uncategorized											
Burnham Claire	Uncategorized											
Warrensburg Health Center	Uncategorized											
Washington Co Board Of Superv	Uncategorized											
Carmean Susan	Uncategorized											
Egnaczyk Joanne	Uncategorized											
Fulton Center Rehabilitation & Heal	Uncategorized											
Dunn Margaret Ms.	Uncategorized											
Lydon Joanne	Uncategorized											
Bradshaw Melany	Uncategorized											
Canton-Potsdam Hospital	Uncategorized											



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Champlain Valley Fam Ctr	Uncategorized											
Belvedere Health Services Llc	Uncategorized											
Alice Hyde Medical Center	Uncategorized											
Liberty Peggy	Uncategorized											
Tolongo Gloria Miss	Uncategorized											
Hough Sylvia Ms.	Uncategorized											
Adirondack Tri-Cnty Nr&Reh Ad	Uncategorized											
United Helpers Inc	Uncategorized											
Hospitality House Tc, Inc.	Uncategorized											
Zweifel Laurie Dr.	Uncategorized											
Stacey Lloyd	Uncategorized											
Leary Amanda	Uncategorized											
G F Pediatric Consultants Pc	Uncategorized											
Vridhachalam Sanjeevi	Uncategorized											
Berkshire Farm Center	Uncategorized											
Comm Mhc Glen Falls Mh	Uncategorized											
Aim Services Inc	Uncategorized											
Tulip Paula Mrs.	Uncategorized											
Warrensburg Health Center	Uncategorized											
Franklin Cty Arc Chasm Rd Icf	Uncategorized											
Champlain Valley Physicians H	Uncategorized											
Glens Falls Crossings	Uncategorized											
Dee Krystal	Uncategorized											
Derouchie Brooke	Uncategorized											
Comm Mhc Glen Falls Mh	Uncategorized											
Clarkin Rebecca	Uncategorized											
Marceau Stephen	Uncategorized											
St Josephs Rehab Center Inc	Uncategorized											
Barkley Heather	Uncategorized											
Frasier Gary	Uncategorized											
Davis Mary	Uncategorized											



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Gouverneur Hospital, Inc	Uncategorized												
Piedmonte Morgan	Uncategorized												
Stein Kenneth Dr.	Uncategorized												
Cah Catholic Charities Dds	Uncategorized												
Hillside Childrens Ctr	Uncategorized												
Smith Amy	Uncategorized												
North Star Ind Church St Icf	Uncategorized												
Hutcheson Sara	Uncategorized												
Fort Hudson Certified Home Health A	Uncategorized												
Warren County Health Serv	Uncategorized												
Braun Tammy	Uncategorized												
Highland Nursing Home	Uncategorized												
Essex Co Comm Ser Mh	Uncategorized												
Lapage Abbey	Uncategorized												
Clement Dava Ms.	Uncategorized												
Curry Shannon	Uncategorized												
Mosher Andrea	Uncategorized												
Living Res Certified Hha	Uncategorized												
Norelli Lisa Dr.	Uncategorized												
Coll Jonathan Patrick	Uncategorized												
Lyon Sarah	Uncategorized												
Behavioral Hlth Svcs North Risp Cn	Uncategorized												
Essex County Nursing Service	Uncategorized												
Aim Services Inc	Uncategorized												
Rosoff Richard	Uncategorized												
Washington County Public Health Nursing Service	Uncategorized												
Laaman Michael Mr.	Uncategorized												
Chodat Katie	Uncategorized												
Med Assoc Of Saranac Lake Pc	Uncategorized												
St Lawrence Cnty Comm Svcs Br	Uncategorized												
Howard MacIennan	Uncategorized												



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Frederick Emily	Uncategorized											
Recore Rheta	Uncategorized											
Petrus Emily Miss	Uncategorized											
Miller Sarah	Uncategorized											
Brassard Dana	Uncategorized											
Park Christopher William	Uncategorized											
Saratoga Cnty Comm Srvs Brd	Uncategorized											
North Country Adult Medicine	Uncategorized											
Klippel Eric	Uncategorized											
Lombardoni Jeremy	Uncategorized											
Wesley Health Cc Inc Snf	Uncategorized											
Mcdaniel Phillip	Uncategorized											
Hamilton County Community Services	Uncategorized											
Dumas Ashlee	Uncategorized											
Poquette Sara Ms.	Uncategorized											
Benardot Pediatrics Llc	Uncategorized											
Fulton Co Phns Psshsp	Uncategorized											
Greco Michael Mr.	Uncategorized											
Conifer Park	Uncategorized											
Citizen Advocates Mr Mh	Uncategorized											
Mcdonald Lisa Therese	Uncategorized											
Hyseni Besjana	Uncategorized											
Warrensburg Health Center	Uncategorized											
Franklin County Community Services	Uncategorized											
Adirondack Health Institute Inc	Uncategorized											
Bleeker Kryn	Uncategorized											
Wilson Raven	Uncategorized											
High Peaks Hsp/Palliative Care, Inc	Uncategorized											
Yoon Eric	Uncategorized											
820 River Street Inc.	Uncategorized											
Lesperance Katie Miss	Uncategorized											



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Gedney Emily	Uncategorized											
Community, Work, And Independence, Inc.	Uncategorized											
Citizen Advocates, Inc	Uncategorized											
Catholic Charities Warren Icf	Uncategorized											
Cerio James Dr.	Uncategorized											
Comm Mhc Glen Falls Mh	Uncategorized											
Citizen Advocates, Inc.	Uncategorized											
Savoca Tiffany	Uncategorized											
Cook Patricia	Uncategorized											
United Helpers Icf #2	Uncategorized											
Catholic Charities Rochester	Uncategorized											
Citizen Advocates, Inc.	Uncategorized											
Canton-Potsdam Hospital	Uncategorized											
United Helpers Canton Nh Snf	Uncategorized											
United Helpers Nh	Uncategorized											
Heritage Commons Res Health Care	Uncategorized											
St Lawrence Pc	Uncategorized											
Hamilton Co Nurse Svc Psshsp	Uncategorized											
Catholic Charities Wellington	Uncategorized											
Warrensburg Health Center	Uncategorized											
Smith-Lincoln Hope	Uncategorized											
Families First In Essex	Uncategorized											
Strauchler Daniel Aaron	Uncategorized											
Mccreadie Tyne Ms.	Uncategorized											
Kee To Independent Growth Inc	Uncategorized											
Denis Nancy	Uncategorized											
Burke Jeffrey	Uncategorized											
Schoellerman Manal	Uncategorized											
Cath Fam/Com Svc Ts	Uncategorized											
Kinney Drugs, Inc.	Uncategorized											
Mclaughlin Shannon P Ms.	Uncategorized											



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Schmania Thomas Mr.	Uncategorized											
Ali M Gharagozloo Md Pc	Uncategorized											
Campbell Timothy	Uncategorized											
Wylie Kimberli	Uncategorized											
Rudny Kevin Peter	Uncategorized											
Champlain Valley Physicians H	Uncategorized											
Saratoga Center For The Family, Inc	Uncategorized											
Visiting Nurs Svc/Schtd & Sar Cnty	Uncategorized											
Warrensburg Health Center	Uncategorized											
Disotelle Melinda	Uncategorized											
Payne Jeremy Mr.	Uncategorized											
Marcotte Courtney	Uncategorized											
Cohen Sharon	Uncategorized											
Comm Mhc Glen Falls Mh	Uncategorized											
Catholic Charities Serena Icf	Uncategorized											
Northern Lights Health Care Partner	Uncategorized											
Green Olivia	Uncategorized											
Hope Madeline Ms.	Uncategorized											
Harris Samantha	Uncategorized											
Lin Michael	Uncategorized											
Straka Kathleen	Uncategorized											
Central New York Health Home Network, Inc.	Uncategorized											
Wells Thomas	Uncategorized											
Elizabethtown Community Hsp	Uncategorized											
Lexington Community Svcs Inc	Uncategorized											
Can/Am Youth Services Inc.	Uncategorized											
Rtf Hs Of The Good Shepherd	Uncategorized											
Citizen Advocates, Inc.	Uncategorized											
Roberts Paul Rollins	Uncategorized											
Warrensburg Health Center	Uncategorized											
Smith House Health Care Ctr	Uncategorized											



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Lexington Com Serv Inc	Uncategorized											
Citizen Advocates, Inc.	Uncategorized											
Parsons Child And Family Ctr	Uncategorized											
Singer Judith Mrs.	Uncategorized											
Leykin Mikhail Dr.	Uncategorized											
Burke Mikaela	Uncategorized											
Moak Charles	Uncategorized											
Alai Claire	Uncategorized											
Greater Adirondack Home Aides, Inc.	Uncategorized											
Warrensburg Health Center	Uncategorized											
Health Serv Northern New York	Uncategorized											
Hiscock Kevin Mr.	Uncategorized											
Collings Michelle	Uncategorized											
United Helpers Icf #6	Uncategorized											
Aim Services Inc	Uncategorized											
Conifer Park	Uncategorized											
Ens Health Care Services Llc	Uncategorized											
St Margarets Center	Uncategorized											
Indian River Reh & Nrs Ctr	Uncategorized											
Aim Services Inc	Uncategorized											
Viner Elissa	Uncategorized											
Rogers William	Uncategorized											
Belair Jill	Uncategorized											
Sullivan Lindsey Dr.	Uncategorized											
Vna Of Albany & Saratoga	Uncategorized											
Fortuna Robert	Uncategorized											
Clinton County N H	Uncategorized											
Mha Fulton And Montgomery Co	Uncategorized											
Catholic Charities/Albany Ai	Home and Community Based Services											
Transitional Svcs Assoc Inc	Home and Community Based Services											
Adirondack Medical Center	Home and Community Based Services											



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* Safety Net Providers in Green

Participating in Projects												
Provider Name	Provider Category	2.a.i	2.a.ii	2.a.iv	2.b.viii	2.d.i	3.a.i	3.a.ii	3.a.iv	3.g.i	4.a.iii	4.b.ii
Community Maternity Svcs Bfc	Home and Community Based Services											
Adirondack Medical Ctr-Mercy Hlthcr	Home and Community Based Services											
Adirondack Medical Ctr-Uihlein Merc	Home and Community Based Services											
Catholic Charities/Albany Ai	Home and Community Based Services											
Transitional Svcs Assoc Inc	Home and Community Based Services											
Adirondack Medical Center	Home and Community Based Services											
Community Maternity Svcs Bfc	Home and Community Based Services											
Adirondack Medical Ctr-Uihlein Merc	Home and Community Based Services											
Community Maternity Svcs Bfc	Home and Community Based Services											
Adirondack Medical Center	Home and Community Based Services											
Adirondack Medical Ctr-Mercy Hlthcr	Home and Community Based Services											
Community Maternity Svcs Bfc	Home and Community Based Services											
Adirondack Medical Center	Home and Community Based Services											
Adirondack Medical Center	Home and Community Based Services											
Adirondack Medical Center	Home and Community Based Services											

Current File Uploads

User ID	File Type	File Name	File Description	Upload Date
dlarose	Other	23_DY4Q4_PPP_OTH_DY4Q4_Budget_Narrative_for_remediation_20190613_25592.docx	DY4Q4 Budget Narrative for remediation	06/13/2019 11:34 AM
dlarose	Other	23_DY4Q4_PPP_OTH_PIT_Replacement_Template_AHI_DY4,_Q4_(Remediation)_25591.xlsx	PIT Replacement Template_AHI DY4, Q4 (Remediation)	06/13/2019 11:33 AM
dlarose	Other	23_DY4Q4_PPP_OTH_PIT_Replacement_Template_AHI_DY4,_Q4_25503.xlsx	PIT Replacement Template_AHI DY4, Q4	04/30/2019 09:51 AM
wwidrick	PAM Documentation	23_DY4Q4_PPP_PAM_D4Q4_PAM_P4P_24523.txt	DY4Q4 PAM Submission	04/15/2019 01:59 PM
wwidrick	Other	23_DY4Q4_PPP_OTH_D4Q4_IPOS_P4P_24522.txt	DY4Q4 IPOS Submission	04/15/2019 01:56 PM

Narrative Text :