

New York DSRIP



CASE STUDY

From 2014 to 2016, Harbage Consulting provided technical assistance, strategic guidance and stakeholder engagement support to two hospital systems in New York City as they embarked on the process of implementing New York's \$6 billion Medicaid Delivery System Reform Incentive Payment (DSRIP) program, a Medicaid section 1115 waiver.

Building on several years of experience working on DSRIP in California, Texas, and Massachusetts, Harbage Consulting provided a wide range of policy analysis, strategic positioning and project management support to the two Performing Provider Systems (PPSs), including:

- Developing the executive and staff infrastructure for DSRIP project planning and implementation;
- Working with clinical and operational teams to prepare the initial DSRIP applications and the 5-year DSRIP implementation plans;
- Providing Medicaid policy and strategic advice to PPS leadership;
- Preparing presentations and facilitating committee meetings and "town hall" events on behalf of the PPSs;
- Designing and implementing provider and community engagement strategies; and
- Conducting community health needs assessments.

In addition, Harbage Consulting led the provider and stakeholder engagement initiatives for the PPSs, which included:

- Identifying critical partners and stakeholders for each of the PPSs;
- Planning and executing monthly town hall meetings;
- Designing, developing and managing websites for both PPSs;
- Preparing and disseminating weekly newsletters and other partner communications to the stakeholder community;
- Targeting outreach to high-impact, high-volume providers and tailoring messages and media to specific audiences; and
- Ensuring that all communications were culturally and linguistically appropriate and accessible.

RESULTS

As a result of Harbage Consulting's support, the two Performing Provider Systems gained access to millions of dollars in federal Medicaid funding to pursue the state's delivery system transformation goal of reducing unnecessary hospitalizations by 50% over five years and to begin the shift toward value-based purchasing – rewarding value over volume.