OUR PATH TO POPULATION HEALTH

Millennium
COLLABORATIVE CARE

Igniting Healthcare Change in WNY
Our Purpose

“Beyond the services we provide, our true purpose and passion is improving health care quality, access, and outcomes through best-in-class, physician-driven, and analytics-enabled transformation.”

Thomas J. Quatroche, Jr., PhD, President & CEO
Erie County Medical Center Corporation

Al Hammonds, CSSBB, Executive Director
Millennium Collaborative Care

The Erie County Medical Center (ECMC) is the lead entity in the Millennium Collaborative Care Performing Provider System.

Millennium Collaborative Care
is a Performing Provider System (PPS) founded in 2015 under New York State’s Delivery System Reform Incentive Payment (DSRIP) Program, a statewide initiative championed by Governor Andrew M. Cuomo to fundamentally restructure the health care delivery system by reinvesting in the Medicaid program, with the primary goal of reducing avoidable hospital use by 25% by 2020.

Our Vision . . .
We will be a diverse, community-based collaboration that enables healthier people through Value Based population health.

Our Mission . . .
We are a Population Health Services organization for our partners within the Millennium Collaborative Care network.

“Change is happening. We are driving collaboration and integration, and in the process, transforming the delivery of health care to the Medicaid community across Western New York.”

– Kinzer M. Pointer, Jr., Pastor of Agape Fellowship Baptist Church, and Chair, Millennium Board of Managers
Our Path To Population Health

A Message From Al Hammonds

Looking out our windshield, what’s directly ahead for Millennium Collaborative Care on the Delivery System Reform Incentive Payment (DSRIP) Program highway we’ve been speeding down? We are formulating a vision of a future state with three possible Millennium business units endeavoring to achieve the following respective objectives:

Population Health Services
Coaching Primary Care practitioners to become “care team” leaders using evidence-based guidelines to manage cohorts utilizing data in risk relationships, preparing partners for Value Based Care. Provide Enhanced Patient Services as an extension of Primary Care offices for complex patients to improve their health literacy through clinical, social and pharmacy efforts in the community.

Value Based Payment (VBP) & Performance Services
Conduct organizational and contractual assessments to identify and recommend Value Based Payment best fit options. Collaborate with business and clinical stakeholders to develop and produce performance management dashboards, summaries and tools to effectively identify and manage the quality and financial performance indicators associated with Value Based Payment arrangements. Support initial, ongoing and final financial monitoring and reconciliation.

Data Warehouse & Analytics
Provide a Population Health Technology platform with statistical and qualitative analytics. Use predictive modeling and risk stratification that delivers actionable insights for care coordination services and disease management. Perform ongoing evaluation of VBP performance in areas of cost and quality. Identify registries of high risk/high cost patients for clinical intervention.

I look forward to continuing to discuss this strategy with our partners and stakeholders; and in this spirit, continue to invite your feedback on how Millennium can continue to deliver now...and in the future. And as we continue this exploration, we invite you to read forward for a look at Millennium today including a highlighted recap of our Path to Population Health.

Sincerely,
Al
Millennium is committed to zeroing in on the key social determinant of health barriers that our Medicaid clients experience (transportation, housing, nutrition, childcare, employment). We are on a mission to help break down these barriers, and in the process, help our partners provide patients the care they need.”

– Michele Mercer, RN, MSHA, Chief Clinical Integration Officer
Meet Millennium’s Population Health Services Team

Millennium’s Population Health Services Team: (from left) Esra Mustafa, Population Health Services, Clinical Pharmacy Specialist; LaTonya Diggs, LMSW, Population Health Services, Manager of Social Work; Tera McIlwain, Population Health Services, Clinical Pharmacy Specialist; Dr. Kenyani Davis, Millennium Assistant Medical Director/Team Leader; Michele Mercer, Chief Clinical Integration Officer; Sandy McDougal, Population Health Services, Manager, Nurse Coach; Nicole Aloisio, Care Coordinator Assistant; Ebony Patterson-White, Community Health Worker Coordinator

Primary Care Transformation Team: Amy Pease, RN, MA, Practice Transformation Consultant; Sarah Wangai, Provider Practice Relation Manager; Laura Kennedy, Practice Transformation Relation Manager
Millennium Collaborative Care is offering the following services to support our Partners’ transition to Value Based Care:

- Conduct organizational and contractual assessments to identify and recommend Value Based Payment best fit options.
- Collaborate with business and clinical stakeholders to develop and produce performance management dashboards, summaries and tools to effectively identify and manage the quality and financial performance indicators associated with Value Based Payment arrangements.
- Support initial, ongoing and final financial monitoring and reconciliation.

Provider Quality and Performance Incentives

$53.3 MM

Since the inception of DSRIP, Millennium Collaborative Care has flowed over $53.3 million to our network provider partners. These dollars have been utilized to fund foundational and transformational activities across the entire continuum of care to uphold the highest standards of quality care and improve critical health outcomes for the population we serve.

$8.4 MM

Millennium also recognizes the importance of addressing the social determinants of health that create unique barriers within our populations and has funded an additional $8.4 million in projects and programs through partnerships with community-based organizations.

Performance Improvement

- **MCC is meeting or exceeding the NYS DSRIP Improvement Targets in 17 out of 30 claim-based measures through the first six months of Measurement Year 4 (MY4: July 1–Dec. 31, 2017). MY4 ends June 30, 2018. MY5 = July 1, 2018 – June 30, 2019.**

  - **For Behavioral Health** – MCC is meeting or exceeding the NYS DSRIP improvement targets in 11 out of 13 claim-based measures.

  - **BH examples include:**
    - Potentially Preventable Emergency Visit (PPV) – BH
    - Engagement in Substance Use Disorder Treatment
    - Patients with Diabetes and Schizophrenia with Diabetes Monitoring
    - BH Discharge with Timely Follow Up – 30 days; 7 days

- **MCC is showing improvement over Measurement Year 3 (MY3: July 1, 2016 – June 30, 2017) in 21 out of the 30 claim-based measures.**
Supporting Transition To VBP

There is value in focusing on quality care.

The Value Based Payments system requires providers to work together to improve patient care.

The Value Based Payments will place patients in the center of health care.

More services are not always better.

Healthcare Change means payments for medical services will be based on the quality and the value of the health care patients receive instead of the amount of services rendered. This Value Based Payments (VBP) system requires providers to work together to improve patient care and ultimately impact better health care for the communities providers serve. The objective is for a Value Based Payment System to create savings that can be shared throughout the health care system.

“Therefore ongoing collaboration with our partners, we are confident that we will continue to improve the outcomes and quality of care for our members as we facilitate and support the transition to Value Based care.”

– Christine Blidy, Chief Network Officer, DSRIP
**Bringing a 360 Degree View of Patient Care to the WNY Region**

- Provide a Population Health Technology platform with statistical and qualitative analytics.
- Use predictive modeling and risk stratification that delivers actionable insights for care coordination services and disease management.
- Perform ongoing evaluation of VBP performance in areas of cost and quality.
- Identify registries of high risk/high cost patients for clinical intervention.

“Millennium made a very significant investment in Cerner’s population health management platform. Major features include predictive risk identification and stratification, identification of potentially preventable ED visits and hospital admissions, 40 wellness, chronic disease management and ACO registries, a care coordination solution and a big data platform with a high-performance database. We are engaging our key partners in developing data-sharing agreements to create the most comprehensive view of our Medicaid members’ clinical encounters in Western New York. Our ultimate objectives are to assure a high level of data quality and consistency to lay the foundation for delivery of actionable insights to our PPS network in order to improve care delivery and health outcomes for our attributed members.”

— Joe Eberle, Chief Analytics Officer
Meet Millennium’s Data and Analytics Team

Millennium Promotes Joe Eberle to Chief Analytics Officer; Salutes Jon Phillips for Laying Foundation for “Regional Powerhouse Healthcare Data Capability”

Millennium promoted Joe Eberle to Chief Analytics Officer, Data and Analytics. He succeeds Jon Phillips, who has decided to transition into “semi-retirement” as an Executive Consultant. “We are tremendously grateful for all Jon has helped us accomplish in the mission-critical area of Data and Analytics,” said Al Hammonds, Executive Director.

Eberle joined Millennium in January 2018 as Director — Data and Analytics. Prior to Millennium, Eberle served as a Consultant with HealthNow; Chief Executive Officer/Chief Technical Officer, Intelligent Care Management (ICM); and Director of Analytics, Computer Task Group.
Millennium Today

+270,000 Medicaid clients across eight counties of Western New York attributed to Millennium Collaborative Care

3.4% Of New York State Medicaid Recipients are attributed to Millennium

26% Of WNY residents are Medicaid recipients

52% Of Medicaid recipients in WNY are attributed to Millennium

14% Of the entire population of WNY is attributed to Millennium

Millennium is igniting health care change by partnering with physicians, health care providers and community-based organizations to improve the delivery of health care for Medicaid patients across the eight counties of Western New York. (Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming)

In 2016, Millennium Collaborative Care moved to 1461 Kensington Ave., to be close to our Medicaid clients who live in Buffalo’s 14215 zip code.
### Key Partners/Collaborators

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<td>Brothers of Mercy Nursing Home</td>
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<td>Buffalo General Hospital</td>
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<td>Buffalo Prenatal-Perinatal Network</td>
<td>Mental Health Association of Erie County</td>
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<td>Buffalo Psychiatric Center</td>
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<td>CAO of Erie County</td>
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<td>Cattaraugus County Department of Health</td>
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<td>Council on Addiction Recovery Services</td>
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<td>Crisis Services</td>
<td>Orleans County Department of Mental Health</td>
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<td>Cuba Memorial Hospital</td>
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<td>DeGraff Memorial Hospital and Skilled Nursing Facility</td>
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<td>ECCPASA</td>
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<td>Elderwood Skilled Nursing Facilities</td>
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<td>Erie County Department of Health</td>
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<td>Foothills Medical Group</td>
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<td>Genesee/Orleans Council</td>
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<td>Gowanda Rehabilitation and Nursing</td>
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<td>Greater Buffalo United Accountable Health Network</td>
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<td>Independent Health</td>
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<td>Jericho Road Community Health Center</td>
<td>Wyoming County Mental Health</td>
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Millennium Executive Leadership

Al Hammonds, CSSBB
Executive Director

Dr. Anthony J. Billittier
Chief Medical Officer

Michele Mercer, RN, MSHA
Chief Clinical Integration Officer

Christine Bidy
Chief Network Officer

Joe Eberle
Chief Analytics Officer

Rev. Kinzer M. Pointer
Board Chair
Greater Buffalo United Ministries
Representing: Community-based organizations

Allegra Jaros
Board Vice-Chair, President
Oishei Children’s Hospital of Buffalo
Representing: Pediatrics and perinatal

Bridget Bartolone
Executive Director
Person Centered Services of WNY
Representing: Developmentally and intellectually disabled population

Rick Braun
Senior Vice President Finance
Upper Allegheny Health System
Representing: Southern Tier

Anne Constantino
President & CEO
Horizon Health
Representing: Behavioral health/substance abuse

Michael Cummings, MD
Erie County Medical Center Corporation
Representing: Project Advisory Committee

John Fudyma, MD
UBMD
Representing: Primary care

Michael Pease
CEO, The Chautauqua Center
Representing: SNAPCAP

Frances Ilozue, MD
Rapha Family Medicine
Steering Committee
Representing: Physician

Christopher Lane
Buffalo General Medical Center, Gates Vascular Institute
Representing: Hospital

Sheila Kee
President and COO
Niagara Falls Memorial Medical Center
Representing: Niagara County

Steve Mercurio
President
The McGuire Group
Representing: Long-term care

Mark O’Brien
Director, Mental Health and Communications Services
Orleans County Department of Mental Health
Representing: Orleans

Thomas J. Quatroche, Jr., PhD
President and CEO
Erie County Medical Center Corporation
Representing: PPS lead

Jim Scordato
Vice President and Area Director 1199 SEIU Kaleida/WNY Hospitals
Representing: Labor

David Smeltzer
Executive Director
Heritage Ministries
Representing: Post-acute care

Kristy F. Tyson, MBA
Roswell Park/National Witness Project
Representing: Voice of the Community
### Governance Committees

#### Clinical Quality Committee
- Anthony Billittier, MD  
  ECMC, Millennium Collaborative Care
- Gale Burstein  
  Erie County Department of Health
- Jennifer Frustino, DDS  
  ECMC
- Susan Graham, MD  
  Buffalo General Medical Center
- Lisa Greisler  
  Visiting Nursing Association
- Joanne Haefner (Chair)  
  Neighborhood Health Center
- Betsy Kidder, MD  
  Chautauqua Center
- Charlene Ludlow  
  Kaleida
- Joseph Mure, MD, PLLC  
  Autumn View
- Aaron Polanski  
  Mt. St. Mary's Hospital

#### Compliance Committee
- Heather Brown  
  The Resource Center
- Scott Butler  
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- Anne Constantino (Co-Chair)  
  Horizon Health Services
- Laura Fleming  
  Millennium Collaborative Care
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  Niagara Falls Memorial Medical Center
- Laura Kelemen  
  Niagara County Department of Mental Health
- David Smelter (Co-Chair)  
  Heritage Ministries
- Raul Vazquez, MD  
  GBUAHN

#### Finance Committee
- Rick Braun (Chair)  
  Upper Allegheny Health System
- Erin DiGirolamo  
  Horizon Health
- Mel Dyster  
  Kaleida
- Steve Gary  
  ECMC
- Johanna Hess  
  SNAPCAP
- Sheila Kee  
  Niagara Falls Memorial Medical Center
- Chris Koenig  
  Niagara Lutheran Health Care System
- Lou Santiago  
  GBUAHN

#### IT Data Committee
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  HEALTHeLINK
- Frank Azzarelli  
  People Inc.
- Kevin Bldth  
  Evergreen Health
- Cletis Earle, CHICO, MS  
  Kaleida Health
- Joe Eberle  
  Millennium Collaborative Care
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  The Chautauqua Center
- Leslie Feidt  
  Great Lakes Health Network
- Steve Gates  
  HEALTHeLINK
- Peggy Grandinetti  
  Niagara Falls Memorial Medical Center
- Jake Haacker  
  Horizon Health Services
- Arvela Heider, PhD  
  Community Health Center of Buffalo
- Barbara Johnson, MS  
  Elmwood Health Center
- Sheila Kee  
  Niagara Falls Memorial Medical Center
- Mistine Keis  
  Neighborhood Health Center
- Linda Koester, MBA  
  Kaleida Health
- Angela Langdon  
  Universal Primary Care
- Brett Lawton, MPA (Chair)  
  Jericho Road Community Health Center
- Diane Martin-Pratt  
  Niagara Falls Memorial Medical Center
- Brian Meade, MBA, MS  
  Kaleida Health
- Jessie Mossop  
  Jericho Road Community Health Center
- Lisa Murdock  
  Aspire WNY
- Jon Phillips  
  Millennium Collaborative Care
- Beth Rubin  
  Kaleida Health
- Emma Timblin  
  Southern Tier Community Health Center Network
- Robert Vail  
  ECMC
- Peter Winkelstein, MD, MS, MBA, FAAP  
  UB Institute for Healthcare Informatics, UBMD, Kaleida Health
- Jason Yaworsky, MS  
  Upper Allegheny Health System

#### Physician Steering Committee
- Michael Aronica, MD, MSc  
  Elmwood Health Center
- Yogesh Bakhai, MD  
  ECMC
- Vanessa Barnabei, MD, PhD  
  UBMD Obstetrics & Gynecology
- Anthony Billittier, MD  
  ECMC, Millennium Collaborative Care
- Roberto Diaz Del Carpio, MD, MPH  
  UBMD Internal Medicine
- Emily Friedan, MD, FAAP  
  Main Pediatrics
- John Fudyma, MD (Vice-Chair)  
  ECMC, UBMD Internal Medicine
- Kathleen Grimm, MD  
  ECMC
- Sanjay Gupta, MD  
  Dent Neurologic Institute
- Frances Illozue, MD (Chair)  
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- Allegra Jaros  
  Oishei Children’s Hospital
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  Millennium Collaborative Care
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  WNY Medical
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  Mash Urgent Care
- Janet Stoeckl  
  Millennium Collaborative Care
- Raul Vazquez, MD  
  GBUAHN
- Ann Marie Zimmerman, MD  
  Universal Primary Care

#### Project Advisory Committee
- Frank Azzarelli  
  People Inc.
- Vanessa Barnabei  
  UBMD
- Bridget Bartolone  
  Person Centered Services of WNY
- Ann Battaglia  
  Healthy Community Alliance
- Cassandra Davis  
  ECMC
- Tammy Fox  
  Millennium Collaborative Care
- Ray Ganoe  
  Evergreen Health Services
- Howard Hitzel  
  BestSelf Behavioral Health
- Chris Koenig (Co-Chair)  
  Niagara Lutheran Health Care System
- Elizabeth Mauro  
  Endeavor Health
- Brian Meade  
  Kaleida Health
- Steve Mercurio  
  The McGuire Group
- Michael Pease (Co-Chair)  
  The Chautauqua Center
- Christine Schuyler  
  Chautauqua County Department of Health
- Raul Vazquez, MD  
  GBUAHN
- Michael Weiner  
  United Way of Buffalo/Erie County
- Amy White-Storfer  
  Community Partners of WNY
- Bill Wilkinson  
  CSEA

#### Workforce Committee
- Anthony Billittier, MD  
  Millennium Collaborative Care
- Jackie Bixler  
  Niagara Falls Memorial Medical Center
- Angela Brooder  
  Lancaster Schools
- Jan Brown  
  Millennium Collaborative Care
- Carla DiCanio-Clarke  
  Kaleida
- Yvonne DuBois, LMSW, MBA  
  ECMC
- Cori Gambini  
  ECMC
- Michael Graham  
  NYSNA
- Johanna Hess  
  SNAPCAP
- Siobhain Kemblowski  
  SEIU 1199 Training Fund
- Joyce Martinez (Co-Chair)  
  Olean General Hospital
- John McGowan  
  Geneseo Community College
- Lisa Rafalson, PhD  
  D’Youville College
- Steve Riczker  
  The Resource Center
- Charles Rinaldi  
  Medaille College
- Jim Scordato (Co-Chair)  
  1199 SEIU
- Liz Thelen  
  Millennium Collaborative Care
- Bill Wilkinson  
  CSEA
Physician Engagement

The Chautauqua Center Implements Asthma/COPD Pilot

Millennium’s Asthma and Chronic Obstructive Pulmonary Disease (COPD) Medical Neighborhood Pilot program went “live” under the guidance of Janet Stoeckl, Director, Enhanced Patient Services Team, Population Health Services, with The Chautauqua Center (TCC), a Federal Qualified Health Center providing family medicine and wellness outpatient services to individuals of all ages with offices in Dunkirk and Jamestown, NY.

The key objectives for TCC — and pilot programs — is to improve quality of life by applying patient-centric care and implementing clinical guideline workflow into practices. Strategies employed range from prevention through early warning to high utilization. Improvements anticipated include:

- **Patient experience of care**
- **Health of population being cared for with Asthma and COPD**
- **Reduction in Inpatient admission, ED visits, and readmissions**
- **Provider/Office enhanced satisfaction**

On the road to implementation, TCC instituted a Quality Improvement Team to implement the program requirements based on the national guidelines, in addition to implementing a standardized approach for pre-visit planning and at the patient point of contact.

TCC also addressed Medical Neighborhood opportunities including: Coordination and communication with pulmonologist support; Identifying DME vendors that have respiratory therapy support for at risk patients in their home; and continuing to build upon the relationships with community-based organizations that address the social determinants of health to support patients’ stability in their home environment.

### MCC Asthma/COPD Program Elements

**Months 1-2**
- Registry management (Gaps in Care)
- Support the development of key workflows

**Months 3-4**
- Registry management continues
- Implementation of validated Asthma and COPD screening tools. (SDOH, Medication Adherence, Symptom Assessment tools)

**Months 5-6**
- Registry management continues
- Practice continues with implementation of validated Asthma and COPD screening tools. (SDOH, Medication)

**Adherence, Symptom Assessment tools**
- MCC will assist with development of workflows for patients discharged from ED/Inpatient to Primary Care Follow Up (Guideline Driven)

“Implementing evidence-based medicine into a practice will promote consistency of treatment and optimal outcomes. The established national guidelines of patient care for asthma are The GINA Guidelines and GOLD Guidelines for COPD.”

– Dr. Anthony J. Billittier, IV, MD, FACEP, Emergency Physician, UBMD-Emergency Medicine; Chief Medical Officer, Millennium Collaborative Care; Board of Directors, HEALTHeLINK
### Community-Based Organization Task Force/Voice of the Community

- Ann Abdella  
  Chautauqua County Health Network
- Cheri Alvarez  
  Compeer
- Skylar Amari  
  WNY Independent Living
- Kim Backey  
  Millennium Collaborative Care
- Susan Barlow  
  Parent Network
- Ann Battaglia  
  Healthy Community Alliance
- Tim Boling  
  Compeer
- Ellen Breslin  
  Renaissance Addiction Services
- Heather Brown  
  The Resource Center
- LuAnne Brown  
  Buffalo Prenatal–Perinatal Network
- Mia Burse  
  Buffalo Federation of Neighborhood Centers
- Mindy Cervoni  
  Community Services for Every1
- Anne Constantino  
  Horizon Health
- William Covington  
  Healthcare Education Project
- John Craik  
  Population Health Collaborative
- Michele Curto  
  Horizon Health
- Robert DeBereaux  
  Buffalo Municipal Housing
- Allison DeHonney  
  Urban Fruits and Veggies
- Alicia Fellows  
  Community Services for Every1
- Elizabeth Flemming  
  Salvation Army
- Melanie Goehle  
  Independent Health Foundation
- Kaitlyn Griffin  
  Jericho Road Community Health Center
- Sue Hannon  
  Directions in Independent Living Inc.
- Nate Hare  
  CAO of WNY
- Ricardo Herrera (Co-Chair)  
  Buffalo Federation of Neighborhood Centers
- Howard Hitzel  
  BestSelf
- Rita Hubbard-Robinson  
  Millennium Collaborative Care
- Dee Johnson  
  The National Witness Project
- Kathryn Kaiser  
  Cazenovia Recovery
- Pamela Kefi  
  Deaf Access Services
- Katie Knaak  
  CAO of WNY
- Katie Kosmerl  
  Healthy Community Alliance
- Robyn Krueger  
  Community Missions of Niagara
- Robin Mann  
  Erie County Council for Prevention of Alcohol and Substance Abuse
- Phyllis McBride  
  CAO of WNY
- Francesca Mesiah  
  Near East and West Side Task Force
- Mary Lou Montanari  
  Mental Health Advocates of WNY
- David Mussen  
  Prevention Focus
- Bruce Nisbet  
  Spectrum Health & Human Services
- Carol Nottingham  
  Parent Network
- Rev. Kinzer M. Pointer  
  Greater Buffalo United Ministries/Agape Fellowship Baptist Church
- Catherine Roberts  
  CAO of WNY
- Marixsa Sanchez-Feliciano  
  Buffalo Prenatal–Perinatal Network
- Heron Simmonds  
  African Heritage Co-op
- Chris Spicer (Co-Chair)  
  Planned Parenthood of Western and Central NY
- Anne Spisiak  
  Cantalician Center for Learning
- Grace Tate  
  Buffalo Urban League
- Kristen Vincent  
  Housing Options Made Easy Inc.
- Star Wheeler  
  Native American Community Services
- Roby Wiktorski  
  Crisis Services
- Danise Wilson (Co-Chair)  
  Erie Niagara AHEC
- Lynn Wirgen  
  Chautauqua County Health Network
- Alexander Wright  
  African Heritage Co-op

### Beauty & Barber Shops Blood Pressure Self Screening Initiative

Buffalo, N.Y. – Millennium Collaborative Care, in partnership with Community Health Center of Niagara and The National Witness Project, has expanded the “Beauty & Barber Shops Blood Pressure Self Screening Initiative” to Erie County, adding six new City of Buffalo locations.

Adults 18-years of age and older can now visit Beauty and Barber Shop locations to access a free blood pressure self-screening.

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**IT’S WORKING:** HEALTHeLINK completed its 11th year in 2017, celebrating long-standing, shared collaboration among hospitals, physicians, health plans, and other health care providers that facilitate the secure exchange of clinical information. This exchange improves quality of care, enhances patient safety, and mitigates increasing health care costs across Western New York and beyond through the Statewide Health Information Network for New York (SHIN-NY). It all adds up to more timely and effective treatment at the point of care.

[http://wnyhealthelink.com](http://wnyhealthelink.com)
The Delivery System Reform Incentive Payment Program (DSRIP) primary objective is to promote community-level collaborations and focus on system reform, specifically to achieve a 25% reduction in statewide avoidable hospital use over five years. Millennium DSRIP project highlights towards this goal include:

- **Creating Integrated Delivery Medicine and Population Health Management**
  - **ED Care Triage:** +8,000 connected to Primary Care, lowering ER readmissions.
  - **INTERACT Project:** 51 Skilled Nursing Facilities throughout the 8 counties of WNY have implemented the Interventions to Reduce Acute Care Transfers program.

- **Hospital/Home Care Collaboration:** Certified Home Healthcare Agencies (CHHA) have adopted similar “INTERACT-like” evidence-based care protocols and tools, performed hospitalization tracking and root cause analysis, trained staff on new communication forms and techniques, and rolled out use of enhanced patient and family education materials.

- **Patient Activation Activities to Engage, Educate and Integrate Uninsured/Non-utilizer Populations:**
  - Over 91,400 individuals have received a Patient Activation Measure® (PAM®) assessment to identify the motivations to seek health care. Five community-based organizations are collaborating with Primary Care providers and the Medicaid managed care organizations to connect low- and non-utilizers of health care services back to Primary Care.

- **Integration of Primary Care and Behavioral Health**
  - The Chautauqua Center in Dunkirk, NY has added staff Behavioral Health professionals.
  - ECMC has launched a rebranded “Primary Care Access Center.”
  - BestSelf has partnered with ECMC to create the “ECMC Behavioral Health Bridger Program” whereby a BestSelf team member serves as the “Bridger.”
  - Niagara Falls Memorial Medical Center has implemented an ED-Based Screening of Behavioral Health Patients and has begun Behavioral Health Home Visits.

- **Behavioral Health Crisis Stabilization Services**
  - Achievements include:
    - JustTellOne.org prevention initiative
    - Development and implementation of new Mental Health Triage Tool
    - Supported additional Crisis Intervention Training (CIT) for officers serving “hotspot” zip codes in Erie County
Flying the MCC Flag at the 2018 NYS PPS DSRIP Learning Symposium

Millennium hosted Denard Cummings, Director, NYS DOH Bureau of Social Determinants of Health, and his NYS Team Members in Sept. 2018 for a series of meetings with Board Members, Partners and key stakeholders.
Evidence-Based Strategies for Cardiovascular Disease Management (CVD)

- Western New York exceeds State in prevalence of High Blood Pressure and Cardiovascular Disease (CVD)
- Leading cause of death and hospitalization across all 8 counties of Western New York
- Higher prevalence of CVD-related diseases leads to Strokes and Heart Failure

Millennium Community Intervention – Million Hearts® Program

- Award-winning community-based cardiovascular health initiative led by Millennium Collaborative Care, in partnership with the University at Buffalo School of Nursing; Greater Buffalo United Ministries (GRUM); Dr. Kenneth Gayles, Cardiologist; and American Heart Association – WNY Chapter
  - Community screenings for Heart Health were implemented at churches, community centers and schools in high risk zip codes
  - Screening Program has been active from 2016-present
  - 26 events held in high-risk zip codes across Western New York
    - + 600 attendees at 18 churches and 8 community locations
    - Blood Pressure, Height/Weight screening
    - Pharmacy evaluation
    - Diet, Exercise, Physical activity education

Demographic data collected

- 70 % attendees were female
- 70 % with Pre-Hypertension (BP >120/80 or High Blood Pressure > 140/90)

The University at Buffalo School of Nursing presented The Patricia H. Garman Award for Excellence in Service to Priti Bangia, Population Health Performance Manager, Millennium Collaborative Care; and Kinzer M. Pointer, Jr., Pastor of Agape Fellowship Baptist Church and Chair, Millennium Board of Managers for their outstanding collaboration with the School of Nursing on Million Hearts®, The program was co-led by UB Nursing’s Dr. Susan Grinslade, PhD, RN, PHCNS, BC, Assistant Dean (right), and supported by UB Nursing students as a component of their curriculum.

Dr. Susan Grinslade, Undergraduate Programs; Clinical Professor, UB School of Nursing with Priti Bangia and Pastor Pointer.
Support for Maternal and Child Health, Reduce Premature Births

Niagara Falls Memorial Medical Center initiated Niagara County’s first “Centering Pregnancy” Program. Centering Pregnancy is an innovative and evidence-based model of group care. Pregnant women are brought together in groups providing strength-based, interactive prenatal care.

- Community Health Worker Program has enrolled more than 600 pregnant or mothering women with their child to improve birth outcomes.

Promote Mental, Emotional, Behavioral (MEB) Well-Being

- Community collaboration with neighboring PPS Community Partners of WNY and Mental Health Advocates of WNY. Introduced the “Just Tell One” campaign for mental health and substance abuse including school-based programming, mental health first aid trainings, WRAP program, and www.JustTellOne.org.

- In addition, Millennium is a founding supporter of the “Join The Conversation” Mental Health Anti-Stigma Campaign.
To continue to meet the increasing need for service providers to both understand and overcome today’s “Cultural Competency/Health Literacy" challenges, Millennium Collaborative Care has continued to collaborate with training development and delivery experts Erie Niagara Area Health Education Center (ENAHEC). Over the last 18 months, approximately 5,500 individuals from attested partner organizations including hospitals, primary care providers, community based organizations and the faith-based community have received CCHL training to enable them to better understand and serve their clients. Key training topics included:

- Cultural Competency Introduction*
- Cultural Competency Intermediate*
- Health Literacy Introduction
- Health Literacy Intermediate
- Health Literacy—Medication Compliance
- Providing Quality Care to Lesbian, Gay, Bisexual, and Transgender Patients
- Improving Patient Experience
- Improving Care Transition Model
- Social Determinants of Health—Improving Health Outcomes with Health Literacy
- Teach-Back Method for your Patients

*Trainings are OASAS approved. All trainings eligible for CME and CEU credits.

Danise C. Wilson, MPH, Executive Director, Erie Niagara Area Health Education Center (ENAHEC) and Kimberly Backey, Millennium Manager of Cultural Competency & Diversity Initiatives.

Shealyn McCoy, MPH, Program Coordinator, Erie Niagara Area Health Education Center delivers "Health Literacy" training.
Millennium Health Matters, hosted by Rita Hubbard-Robinson, features weekly health and community experts including Dr. Michael Manka, Chief of Emergency Medicine at ECMC; Mia Thornton, MA, LMSW, Director of Outpatient Services, BryLin Behavioral Health System; Eric J. Rosser, PhD, Associate Superintendent for Support Services, Buffalo Public Schools; Marlene Schillinger, President & CEO, Jewish Family Services of Buffalo & Erie County, just to name a few!

Millennium's Saralin Tiedeman, MS, OTR/L, Population Health Clinical Performance Manager, on WKBW Ch. 7’s "Aging is for Everyone"

Millennium Chief Clinical Integration Officer Michele Mercer, RN, MSHA, was honored as one of Western New York's outstanding "Women of Influence" in the category "Nonprofit Leadership." Recognized by Buffalo Business First, along with presenting sponsors Lake Shore Savings Bank and Catholic Health, Michele joins a group of 26 honorees selected from 138 nominations. The 2018 "Women of Influence" were formally recognized Tues., Sept. 18, 2018 at a luncheon at the Hyatt Regency Buffalo.
Overcoming the “Loneliness Factor”... Learning and implementing new Social Determinant of Health and Diabetes screening skills... Rebranding patient communications to change culture. These are just a few of the ways Western New York’s largest hospital, behavioral health, primary care and managed care organizations deployed MAXny Series methodology to develop new ways to prevent and reduce avoidable emergency department visits and hospital admissions (The MAXny Series program objectives are to: Decrease high utilizer 30-day readmissions and/or hospital utilization; Improve provider quality of life; Increase integration across the care delivery system; Develop and build rapid cycle continuous improvement capability).

Organization: Erie County Medical Center

Challenge:
How to increase Emergency Department (ED) diversion through Primary Care promotion?

Solutions Shared:
In December of 2017, ECMC launched a rebranded “Primary Care Access Center”

“Choosing this name was important to changing the culture,” explained Lucia Rossi, Director of Outpatient Operations, Primary Care. “We wanted to help patients understand that there are services you can get from your Primary Care doctor. We began with a greeter who, in a friendly manner, engaged patients to determine if the need was for Primary Care or the Emergency Department,” Lucia continued. “The greeter explained to the patient that he or she could see the Primary care doctor today.”

Results:
- Overall, approximately 35 Medicaid patients per month were redirected to Primary Care.
- ECMC’s Primary Care Access Center was able to get 75% of their patients in for their physicals this year due to ED diversion/ Primary Care Access Center program.
- Community Based Organizations were engaged to assist with patient transportation.
- Opportunities are being evaluated to extend Primary Care Access Center hours to 8 PM, and to possibly open Primary Care to patients outside of ECMC as an option for ED diversion.
Organization: Niagara Falls Memorial Medical Center (NFMMC)

Challenges:
- How to enhance systems to achieve improvements in patient outcomes and enable measurement of performance?
- How to overcome the “Loneliness Factor?”
- How to implement Behavioral Health screening in the ED?
- How to better engage the most frequent users of the ED? (High utilizers of the Emergency Department represent one half of one percent in NYS, but cost 11 times more than normal Medicaid visits)

Solutions Shared:
- NFMMC established:
  - New “ED Information Desk”
  - New “ED Sandwich Program”
- NFMMC implemented After Hours Primary Care at the Golisano Center (The Center is connected to the NFMMC ED by an adjoining hallway).
- NFMMC Implemented ED-Based Screening of Behavioral Health Patients and has begun Behavioral Health Home Visits.
- NFMMC implemented an “ED Hot Spotter” Program (After nine ED visits, a patient is assigned to the NFMMC “ED Hot Spotter” Program.)

Results:
- Patients are finding the new NFMMC ED Information desk is very convenient with no issues.
- Behavioral Health clients were thrilled the NFMMC team was coming to their home and especially appreciated receiving breakfast from the team.
- NFMMC reduced repeat visits by high utilizers by 44.9%.
- Medical readmission rate for Medicaid clients is down to 4.4%.
- From March thru June 16, NFMMC identified 763 high utilizers. Of these patients, 52% have had face-to-face contact with a social worker.
- NFMMC reduced ED High Utilizer visits by 16.5%.
Convening Our Partners

A Focus on Population Health Conference: Improving Care and Health Care Outcomes in WNY
May 10, 2017, Buffalo Niagara Convention Center

Igniting Hope Buffalo: Building a Just Community with Health and Equity
April 28, 2018, UB Jacobs School of Medicine

The Shift to Value Based Payment, June 6, 2018, Adam’s Mark Buffalo
Connecting Across Eight Counties

Southern Tier Master Participation Agreement Partner Representatives

Cattaraugus County Healthy Livable Communities Consortium Meeting

Niagara County: Niagara Falls Memorial “Connect 4 u”
Donna Brown, Chief Experience Administrator, ECMC, far left, joins Andrea Hammonds; Michele Mercer, Millennium Chief Clinical Integration Officer; Kimberly Backey, Millennium Manager of Cultural Competency & Diversity Initiatives; and Kelly Showard, Director of Community Relations, ECMC, in congratulating Al Hammonds on being honored as an NFJC Healthcare Community Leader.
Follow Millennium social media for the latest on our partners, initiatives, events, people, and much more!

“Our Path To Population Health”
Peter J. Ciotta  Communications Director
Liz Thelen  Project Manager
Tammy Fox  Director, Project Management Office
Marlene O’Brien  Executive Assistant
Lydia Bernatovicz  Administrative Assistant
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Join Our Team
Millennium Collaborative Care, PPS is made up of team members that are dedicated to creating healthier communities throughout the eight counties of Western New York.
For further information contact:
Jan Brown, SHRM-CP, PHR, Director of Human Resources and Workforce Development
HR@millenniumcc.org