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# Webinar 3: Financial and Budget Review

August 21, 2013

New Jersey Department of Health (NJDOH)





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# Objectives

- ✓ DSRIP Status Update
- ✓ To understand the financial and allocation components of the DSRIP program
- ✓ To understand how a hospital may budget for the DSRIP program
- ✓ Review Frequently Asked Questions (FAQs)



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## DSRIP Update

- ✓ CMS approved the protocol materials. All documents are considered **final** and can be accessed on the <http://dsrip.nj.gov/> website
  - Application was updated and Version 1.2 is now on the website.
- ✓ Department continues to collaborate with CMS on review plans and reporting requirements
- ✓ The Quality & Measures Committee will start their DSRIP work this month



## DSRIP Update

- ✓ Extension of Transition funding was approved to continue through December 2013.

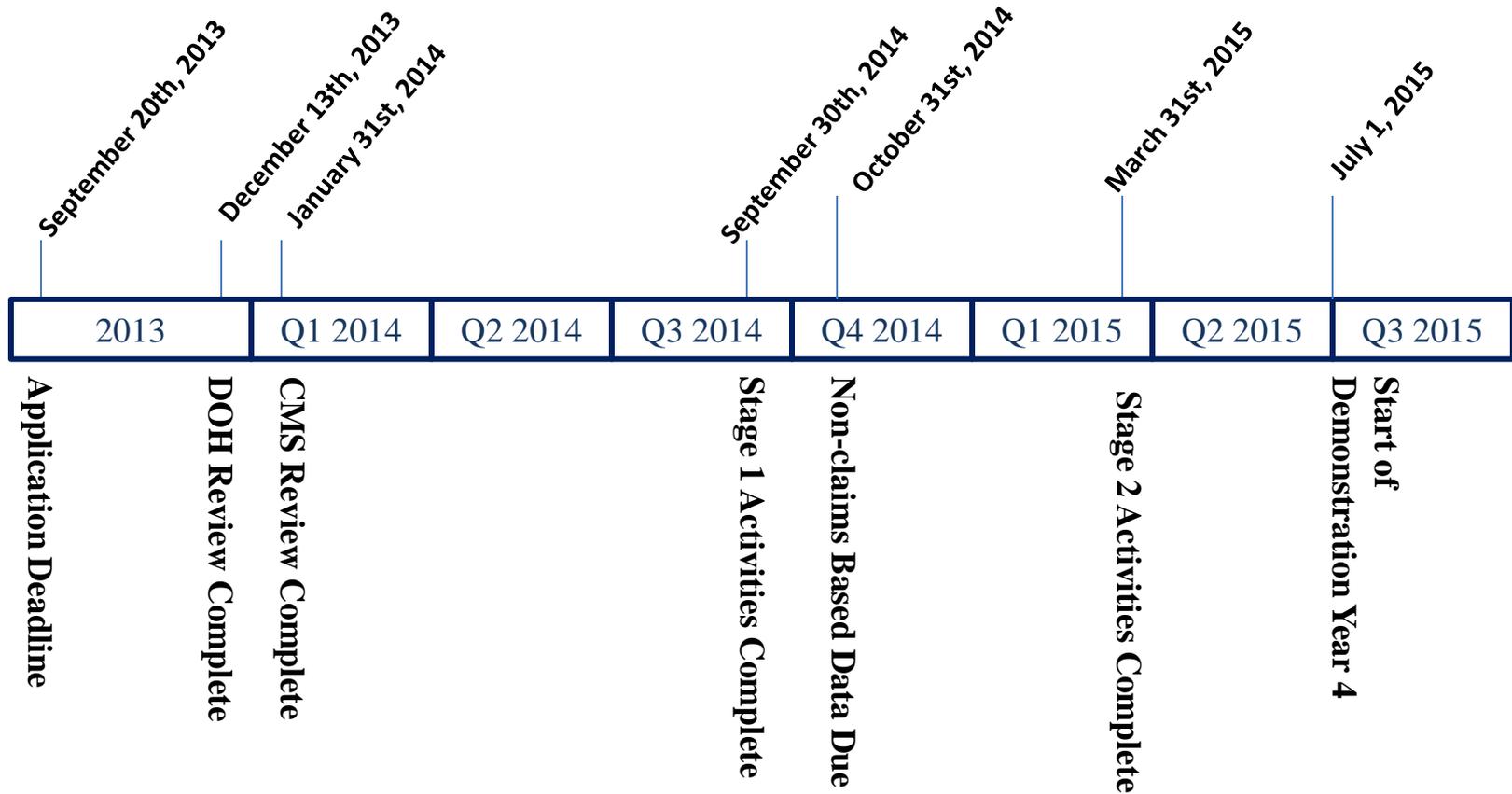
|                      |                      |                           |
|----------------------|----------------------|---------------------------|
| Demonstration Year 1 | Transition Period    | October 2012 – June 2013  |
| Demonstration Year 2 | Transition Period    | July 2013 – December 2013 |
|                      | DSRIP Implementation | January 2014 – June 2014  |
| Demonstration Year 3 | DSRIP Implementation | July 2014 – June 2015     |
| Demonstration Year 4 | DSRIP Implementation | July 2015 – June 2016     |
| Demonstration Year 5 | DSRIP Implementation | July 2016 – June 2017     |



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## DSRIP: Major Milestones





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## DSRIP Payments vs. Transition Payments

- ✓ Transition Payments
  - Transition payments ARE NOT DSRIP Payments
  - Transition payments are a fixed monthly amount
  - Hospitals who received transition payments while the DSRIP program was under development received amounts equivalent to the payments received through Hospital Relief Subsidy Fund (HRSF) in FY 2011. These hospitals will continue to receive transition payments through December 2013.



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## DSRIP Payments vs. Transition Payments

- ✓ DSRIP Payments
  - DSRIP Payments are earned, not guaranteed
  - Because DSRIP Payments are earned, DSRIP payments may fluctuate from month-to-month
  - Hospitals can earn DSRIP payments beginning January 2014 and ending June 30, 2017



# DSRIP Financial Components

- ✓ **Target Funding Amount** – Total DSRIP funds a hospital can earn in a demonstration year by meeting milestone/measurement requirements.
  - For Demonstration Year 2, 50% of DSRIP Target Funding Amount will be earned by submitting an approved DSRIP Plan.
  
- ✓ **Universal Performance Pool (UPP)** – A pool of funds in which all participating hospitals will be eligible. The UPP will include:
  - Amounts allocated to hospitals who have opted out of the DSRIP program by either not submitting a DSRIP plan or who’s plan was not approved by DOH/CMS
  - Unmet performance metric payments
  - Carved out portion of the DSRIP Target Funding Amount based on carve out percentages by demonstration year.

| DY2 | DY3 | DY4 | DY5 |
|-----|-----|-----|-----|
| 0%  | 10% | 15% | 25% |

- Appeal adjustments





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## Target Funding Amount – Demonstration Year 2

- ✓ **Step 1 – Initial DSRIP Target Funding Amount** – One half (1/2) of Hospital’s SFY 2013 Hospital Relief Subsidy Fund (HRSF) amount
  - ½ (DY1 Transition Payments plus UPL payments made under the Medicaid State Plan in SFY 2013)
  - Subjected to the adjustments noted in Steps 2 and 3 below
  
- ✓ **Step 2 – Adjusted DSRIP Target Funding Amount – For hospitals below \$125,000**
  - For hospitals who’s Initial DSRIP Target Funding Amount (Step 1) is below \$125,000, the DSRIP target funding amount will be adjusted to \$125,000.
  
- ✓ **Step 3 – Adjusted DSRIP Target Funding Amount – For hospitals equal to or above \$125,000**
  - For hospitals whose Initial DSRIP Target Funding Amount (Step 1) is above \$125,000, the initial DSRIP target funding amount will be decreased proportionately in order to maintain total statewide DSRIP funding amount per the STCs (i.e. \$83,300,000).



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## Target Funding Amount – Demonstration Years 3 - 5

- ✓ **Step 1 – Initial DSRIP Target Funding Amount** – Twice Hospital’s Final DSRIP Target Funding Amount for DY2, subject to adjustment noted in Step 2 below
  - If a hospital did not participate in DY2 due to circumstances described in Special Terms and Conditions, paragraph 93(i)(iv)(A) and (B), and the hospital’s plan was approved to participate in DY3, the hospital’s Initial DSRIP Target Funding Amount for DY 3-5 will be the forfeited DY2 final DSRIP Target Funding Amount times 2, subject to the adjustment noted in Step 2 below.
  
- ✓ **Step 2 – Adjusted DSRIP Target Funding Amount – For UPP Carve Out**
  - A proportionate share of the target funding amounts (Step 1) shall be directed to a Universal Performance Pool (UPP), which shall be available to hospitals that successfully maintain or improve on a subset of Stage 4 DSRIP Performance Indicators.
  - Initial DSRIP Target Funding Amount after the reduction for the UPP shall be the hospital’s Adjusted DSRIP Target Funding Amount for DY3-DY5.

| DY3 | DY4 | DY5 |
|-----|-----|-----|
| 10% | 15% | 25% |





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## Allocation by Project Stage

- ✓ The final target funding amount is then allocated to the approved DSRIP Plan and stages as follows for each demonstration year (DY).

| Stages                             | Payment Mechanism   | DY2  | DY3 | DY4 | DY5 |
|------------------------------------|---------------------|------|-----|-----|-----|
| Approved DSRIP Plan                | Pay for Achievement | 50%  |     |     |     |
| Stages 1 & 2<br>Project Activities | Pay for Achievement | 45%  | 75% | 50% | 25% |
| Stage 3 Measures                   | Pay for Reporting   | 2.5% | 15% |     |     |
|                                    | Pay for Performance |      |     | 35% | 50% |
| Stage 4 Measures                   | Pay for Reporting   | 2.5% | 10% | 15% | 25% |



# Hospital A Example

✓ 2013 HRSF = 120,000 (10,000/month)

|  | DY2              | DY3              | DY4              | DY5              |
|--|------------------|------------------|------------------|------------------|
| Transition Payments (6 months)                   | \$60,000         | \$0              | \$0              | \$0              |
| <b>DSRIP Target Funding*</b>                     | <b>\$125,000</b> | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$250,000</b> |
| <i>Less UPP Carve Out</i>                        | 0%               | 10%              | 15%              | 25%              |
|  | \$0              | \$25,000         | \$37,500         | \$62,500         |
| <b>Adjusted DSRIP Target Funding Amount</b>      | <b>\$125,000</b> | <b>\$225,000</b> | <b>\$212,500</b> | <b>\$187,500</b> |
| <i>Less Funding for DSRIP Application</i>        | 50%              | 0%               | 0%               | 0%               |
|  | \$62,500         | \$0              | \$0              | \$0              |
| <b>Total Distributable Amount for Stages 1-4</b> | <b>\$62,500</b>  | <b>\$225,000</b> | <b>\$212,500</b> | <b>\$187,500</b> |
| <i>Stage 1 &amp; 2</i>                           | 45%              | 75%              | 50%              | 25%              |
|  | \$56,250         | \$168,750        | \$106,250        | \$46,875         |
| <i>Stage 3</i>                                   | 2.5%             | 15%              | 35%              | 50%              |
|  | \$3,125          | \$33,750         | \$74,375         | \$93,750         |
| <i>Stage 4</i>                                   | 2.5%             | 10%              | 15%              | 25%              |
|  | \$3,125          | \$22,500         | \$31,875         | \$46,875         |

\*Adjusted to Floor





# Hospital B Example

✓ 2013 HRSF = 1,500,000 (125,000/month)

|  | DY2              | DY3                | DY4                | DY5                |
|--|------------------|--------------------|--------------------|--------------------|
| Transition Payments (6 months)                   | \$750,000        | \$0                | \$0                | \$0                |
| <b>DSRIP Target Funding*</b>                     | <b>\$738,710</b> | <b>\$1,477,420</b> | <b>\$1,477,420</b> | <b>\$1,477,420</b> |
| <i>Less UPP Carve Out</i>                        | 0%               | 10%                | 15%                | 25%                |
|  | \$0              | \$147,742          | \$221,613          | \$369,355          |
| <b>Adjusted DSRIP Target Funding Amount</b>      | <b>\$738,710</b> | <b>\$1,329,678</b> | <b>\$1,255,807</b> | <b>\$1,108,065</b> |
| <i>Less Funding for DSRIP Application</i>        | 50%              | 0%                 | 0%                 | 0%                 |
|  | \$369,355        | \$0                | \$0                | \$0                |
| <b>Total Distributable Amount for Stages 1-4</b> | <b>\$369,355</b> | <b>\$1,329,678</b> | <b>\$1,255,807</b> | <b>\$1,108,065</b> |
| <i>Stage 1 &amp; 2</i>                           | 45%              | 75%                | 50%                | 25%                |
|  | \$332,420        | \$997,259          | \$627,904          | \$277,016          |
| <i>Stage 3</i>                                   | 2.5%             | 15%                | 35%                | 50%                |
|  | \$18,468         | \$199,452          | \$439,532          | \$554,033          |
| <i>Stage 4</i>                                   | 2.5%             | 10%                | 15%                | 25%                |
|  | \$18,468         | \$132,968          | \$188,371          | \$277,016          |

\*Adjusted for Floor. Amount is for example purposes only and is not representative of actual reduction that may occur.



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## Stage 1 & 2 Pay for Achievement

- ✓ The Achievement Value (AV) for each Stage 1 and 2 metric is based on the completion of the Targeted Activity for the Demonstration Year within the Stage 1 or Stage 2 Performance Period
  - Incomplete:  $AV = 0$
  - Completed:  $AV = 1$
- ✓ Total Achievement Value (TAV) = Sum (Stage 1 and Stage 2 AVs)
- ✓ Percentage Achievement Value (PAV) =  $TAV / \text{Maximum TAV for the Demonstration Year based on Hospital's Plan}$
- ✓ Stage 1 and 2 Achievement =  $PAV * \text{Stage 1 and 2 Distributable Amount}$



## Stage 3 Pay for Reporting and Performance

- ✓ The Achievement Value (AV) for each Stage 3 metric is based on reporting requirements of the project metrics, as well as the Pay for Performance Methodology (“Gap Method”) for DY4 and DY5
  - Each metric will be valued equally (semi-annual reporting will be halved)
  - The Achievement Value for each Stage 3 metric:

| DY2 and DY3                           | DY4* and DY5*   |
|---------------------------------------|---|
| 0 if metric is not reported           | 0 if P4P is not met                                   |
| 1 if annual metric is reported        | 1 if annual P4P metric performance is achieved        |
| 0.5 if semi-annual metric is reported | 0.5 if semi-annual P4P metric performance is achieved |

\* All non-P4P measures must be reported in DY4 and DY5 at the required interval for P4P measures to be considered for payment achievement.



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## Stage 3 Pay for Reporting and Performance

- ✓ Total Achievement Value (TAV) = Sum (Stage 3AVs)
- ✓ Percentage Achievement Value (PAV) =  $TAV / \text{Maximum TAV}$  for the Demonstration Year based on the selected project
  - The Maximum TAV will vary depending on the project selected
- ✓ Stage 3 Achievement =  $PAV * \text{Stage 3 Distributable Amount}$



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## DY4 and DY5:

### Stage 3 – Pay for Performance (P4P) Methodology

#### ✓ “Reducing the Gap” Methodology

- **Gap** = Difference between the hospital’s baseline performance, and the metric’s established improvement target goal
  - 10% gap reduction required to receive payment
- **Baseline** = The initial starting point from which the hospital’s future performance will be compared
- **Improvement Target Goal** = The benchmark that serves as the standard level of performance that NJ hospitals should strive to obtain (*selected based on analysis of all NJ hospital data*)
- **Expected Improvement Target** = The required target of improvement; baseline plus the calculated gap to receive the required performance improvement



## Stage 3 – Example of “Reducing the Gap” Methodology

|        |  |                                  |
|--------|--|----------------------------------|
| Line 1 | Improvement Target Goal ( <i>90th percentile</i> )                   | <b>69.60</b>                     |
| Line 2 | Baseline   | <b>42.10</b>                     |
| Line 3 | Gap = Improvement Target Goal – Baseline<br><i>[Line 1 – Line 2]</i> | <b>27.50</b><br>(69.60 – 42.10)  |
| Line 4 | Required reduction in the gap (10%)                                  | <b>0.10</b>                      |
| Line 5 | Required reduction = Gap * 10%<br><i>[Line 3 * Line 4]</i>           | <b>2.75</b><br>(27.50 * 0.10)    |
| Line 6 | Expected Improvement Target<br><i>[Line 2 + Line 5]</i>              | <b>44.85</b><br>(42.10 + 2.75)   |
| Line 7 | Actual Performance Result  | <b>50.21</b><br>✓Payment awarded |

Compare Actual Performance Result to the Expected Improvement Target.

- Is the Actual Performance Result at the Improvement Target Goal?
- Is the Actual Performance Result at the Expected Improvement Target?

✓ If either are Yes – then the Payment Incentive is awarded



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## Stage 4 Pay for Reporting

- ✓ The Achievement Value (AV) for each Stage 4 metric is based on the reporting requirements of each Stage 4 metric
  - Each metric will be valued equally (semi-annual reporting will be halved)
  - The Achievement Value for each Stage 4 metric:
    - 0 if metric is not reported
    - 1 if annual metric is reported
    - 0.5 if semi-annual metric is reported
  
- ✓ Total Achievement Value (TAV) = Sum (Stage 4 AVs)
  
- ✓ Percentage Achievement Value (PAV) =  $TAV / \text{Maximum TAV}$ 
  - Maximum TAV = 45
  
- ✓ Stage 4 Achievement =  $PAV * \text{Stage 4 Distributable Amount}$ 
  - Amount distributable per reporting period will be dependent on the number of measures reportable for the reporting period and the AV of the measure



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## Hospital A Example

- ✓ Demonstration Year 2 - Project: Day Program and School Support Expansion
  - Hospital's Plan indicated **6** milestones for **Stage 1** and **0** milestones for **Stage 2** activities would be completed between January 1, 2014 and March 31, 2014 (Performance Period) for a total of **6** milestones targeted for completion in DY2 (**Maximum TAV=6**)
  - On April 30, 2014, Hospital A reported they completed **5** of the **6** milestones for **Stage 1**.
    - As 1 milestone was unable to be completed by March 31, 2014, funds tied to this milestone would be forfeited and re-allocated to the UPP (**Actual TAV=5, PAV=5/6=0.83**)



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## Hospital A Example (continued)

- On April 30, 2014, Hospital A reported their plan and updated timeline for reporting **Stage 3** measure for the measure “Screening for Clinical Depression and Follow-up Plan” (which requires EHR/Chart abstraction) and concurred with the **7** State calculated **Stage 3** measures for the project for Hospital A (**Maximum TAV=8; Actual TAV=8; PAV=8/8=1**)
- On April 30, 2014, Hospital A reported **18** of the **19** hospital reported **Stage 4** measures (Hospital A failed to describe their plan to report the 19<sup>th</sup> measure) and concurred with the **26** State calculated **Stage 4** measures for Hospital A (**Maximum TAV=45; Actual TAV=44; PAV=44/45=0.97**)



## Hospital A Example (continued)

| Demonstration Year 2                                | PAV =<br>(Actual TAV /<br>Maximum AV) | Potential<br>DSRIP Funds | Amount Earned<br>(PAV * DSRIP<br>Funds) | Amount<br>Forfeited<br>to UPP |
|---|---------------------------------------|--------------------------|---|-------------------------------|
| DSRIP Target Funding                                |                                       | <b>\$125,000.00</b>      |   |                               |
| Hospital's DSRIP Plan<br>approved by DOH and<br>CMS |                                       | \$62,500.00              | \$62,500.00                             | \$0.00                        |
| <b>Stage 1 and 2<br/>Achievement</b>                | 5/6 = 0.83                            | \$56,250.00              | \$46,687.50                             | \$9,562.50                    |
| <b>Stage 3 Achievement</b>                          | 8/8 = 1.00                            | \$3,125.00               | \$3,125.00                              | \$0.00                        |
| <b>Stage 4 Achievement</b>                          | 44/45 = 0.97                          | \$3,125.00               | \$3,031.25                              | \$93.75                       |
| <b>Total DSRIP Funds Earned DY2</b>                 |                                       |                          | <b>\$115,343.75</b>                     |                               |
| <b>Amount forfeited and re-allocated to the UPP</b> |                                       |                          |   | <b>\$9,656.25</b>             |



## Universal Performance Pool (UPP)

- ✓ Total of 12 UPP measures (4 potential substitution measures)
- ✓ The Achievement Value (AV) for each UPP measure is based on whether the hospital has maintained or improved from their baseline.
  - At or improves from baseline = 1
  - Regression from baseline = -0.5
- ✓ Total Achievement Value (TAV) = Sum (UPP AVs)
  - TAV will be no higher than 12 and no lower than 0
  - Maximum TAV = 12

|            | Metric 1 | Metric 2 | Metric 3 | Metric 4 | Metric 5 | Metric 6 | Metric 7 | Metric 8 | Metric 9 | Metric 10 | Metric 11 | Metric 12 | TAV  |
|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|------|
| Hospital A | 1        | 1        | 1        | 1        | 1        | 1        | -0.5     | 1        | 1        | 1         | 1         | 1         | 10.5 |

- ✓ Percentage Achievement Value (PAV) = TAV/Maximum TAV
  - Hospital A PAV=10.5/12= 0.875



# Universal Performance Pool (UPP)

- ✓ UPP Achievement = PAV\*(Hospital's Low Income Discharge Percentage to all Statewide Low Income Discharges) \*UPP funds available

*Example:*  
**5M available**  
 for distribution

|                   | A                             | B = A/12                     | C                         | D = B * C   | E = D/.61        | F = E * 5M       |
|-------------------|-------------------------------|------------------------------|---------------------------|---|------------------|------------------|
|                   | Total Achievement Value Score | Percentage Achievement Value | Low Income Discharge % ** | Adjusted Total Score Adjusted by Low Income Discharge % | Percent to Total | UPP Payment      |
| <b>Hospital A</b> | <b>10.5</b>                   | <b>87.50%</b>                | <b>9%</b>                 | <b>0.08</b>   | <b>0.13</b>      | <b>\$649,485</b> |
| Hospital B        | 7.5                           | 62.50%                       | 26%                       | 0.16  | 0.27             | \$1,340,206      |
| Hospital C        | 3                             | 25.00%                       | 22%                       | 0.06  | 0.09             | \$453,608        |
| Hospital D        | 10.5                          | 87.50%                       | 8%                        | 0.07  | 0.12             | \$577,320        |
| Hospital E        | 3                             | 25.00%                       | 9%                        | 0.02  | 0.04             | \$185,567        |
| Hospital F        | 10.5                          | 87.50%                       | 18%                       | 0.16  | 0.26             | \$1,298,969      |
| Hospital G        | 9                             | 75.00%                       | 8%                        | 0.06  | 0.10             | \$494,845        |
| Total             |                               |                              | 100%                      | 0.61  | 1                | \$5,000,000      |

**\*\*Percentage of hospital's Low Income (Medicaid/CHIP/Charity Care) discharges to all statewide Low Income discharges.**



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## Myers and Stauffer FTP Site

The preferred method of the application submission is via the Myers and Stauffer Secure File Transfer Protocol (FTP) site.

### Steps to access the site :

1. Send to the [NJDSRIP@mslc.com](mailto:NJDSRIP@mslc.com) the following: Message this is a request for FTP site access; include the following basic information:
  - ❖ First and Last Name for requested user
  - ❖ Name of Hospital user who will be submitting application for (name of parent company is not permissible; must be hospital name)
  - ❖ User's phone number
  - ❖ User's email Address
2. Upon receipt of request including required basic information, the DSRIP team will email you a Terms of Use Agreement Form with instructions on how to complete the form. The User must complete this form and return to the [NJDSRIP@mslc.com](mailto:NJDSRIP@mslc.com) email address



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## Myers and Stauffer FTP Site

### Steps to access the site CONTINUED:

3. Upon receipt of the user's Terms of Use document, the DSRIP team will send an email to the user acknowledging receipt. Request will be processing. Once the request is processed, *then*
4. DSRIP team will email each individual user their private username with instructions on how to access to FTP site and subsequently call them with their password

### *Reminders*

- ✓ FTP site access is limited to **two** users per hospital
- ✓ User Agreement Forms must be received by **September 2, 2013** in order to ensure access to the FTP site
- ✓ You may not share your username and password with anyone





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# FAQs

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**Question #1:** Our organization has two hospitals. Can we submit one DSRIP application for these hospitals, or do we need to submit a separate application for each?

**Answer :** First, you must determine if the hospitals are eligible for participation. A list of hospitals eligible for DSRIP can be found on pages 2-4 of the Funding and Mechanics Protocol. For each eligible hospital, a separate application is required.

Please note if you are planning on performing the same project for hospitals within your organization the project components may be similar, but must include any components unique to the individual hospital (e.g. data and the community needs assessment).



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**Question #2:** For the Community Needs Assessment, can we provide a summary that includes the required elements or should the entire community needs assessment be submitted ?

**Answer :** The Community Needs Assessment must be submitted in its entirety. Please see page 64 of the Toolkit for the required elements. References to applicable page numbers is requested.

**Question #3 :** What does a hospital have to document for those activities where a hospital has selected “Not applicable” ?

**Answer :** The hospital must provide a rationale as to why the activity is not required in either the note section of the application or as an attachment.



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Questions regarding the NJ DSRIP Plan Application or any other questions relating to the DSRIP program may be forwarded to [NJDSRIP@mslc.com](mailto:NJDSRIP@mslc.com)

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# Q&A

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