



CHASE

Colorado Healthcare Affordability and Sustainability Enterprise

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Hospital Transformation Program

Hospital Application and Intervention Proposal: Background, Instructions and Scoring

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I. Colorado Hospital Transformation Program

The state of Colorado seeks to promote the quadruple aim goals of improved patient experience, improved health outcomes, reduced cost, and improved provider experience via the Colorado Hospital Transformation Program (HTP). The HTP is designed to improve patient outcomes through care redesign and integration with community-based providers, lower Medicaid costs through reductions in avoidable care, and prepare the state's hospitals for future value-based payment environments. The HTP seeks to achieve five overarching goals:

- Improve patient outcomes through care redesign and integration of care across settings;
- Improve the patient experience in the delivery system by ensuring appropriate care in appropriate settings;
- Lower Health First Colorado (Colorado's Medicaid Program) costs through reductions in avoidable hospital utilization and increased effectiveness and efficiency in care delivery;
- Accelerate hospitals' organizational, operational, and systems readiness for value-based payment; and
- Increase collaboration between hospitals and other providers, particularly Accountable Care Collaborative (ACC) participants, in data sharing and analytics, evidence-based care coordination and care transitions, integrated physical and behavioral care delivery, chronic care management, and community-based population health and disparities reduction efforts.

The six Priority Areas of the program are:

- Care Coordination and Care Transitions
- Complex Care Management for Core Populations
- Behavioral Health and Substance Use Disorder Coordination
- Maternal Health, Perinatal Care and Improved Birth Outcomes
- Social Needs
- Total Cost of Care

Hospitals - which are a major source of care delivery and point of entry to care across the state - will be at the center of the HTP. The HTP will be open to the state's acute care hospitals that participate in the Health First Colorado. Within the HTP Priority Areas, hospitals are expected to implement interventions that impact quality measures specific to the five HTP Focus Areas:

- Reducing Avoidable Hospital Utilization
- Core Populations
- Behavioral Health and Substance Use Disorders
- Clinical and Operational Efficiencies
- Community Development Efforts to Address Population Health and Total Cost of Care

Hospitals should consult Section III below for more detailed information.

Hospital eligibility for receipt of healthcare affordability and sustainability fee funded supplemental payments will be dependent upon participation in the HTP. Payments will continue to be made monthly and will be contingent on compliance with the HTP parameters and meeting quarterly requirements.

During the first two years of the HTP, hospitals will receive redirected hospital supplemental payments for identifying, planning, implementing, measuring, documenting, and reporting on quality



improvement interventions that impact HTP measures. This will include: hospital application approval; implementation plan approval; completing required data reporting; and meeting other major milestones. Beginning in Program Year 3, the payment structure will shift from pay-for-reporting and pay-for-action to pay-for-quality and pay-for-performance, with payments at that point tied to performance or improvement on quality measures. Hospitals will also report on ongoing community engagement activities.

Hospitals will apply independently but are encouraged to collaborate with other hospitals, ambulatory care providers, regional and local entities, and other community partners.

II. Overview of Key Documents

Hospital applicants should refer to key documents for more detailed information about the HTP and requirements of participating hospitals and the state in implementing the program. These documents can be found on the state's [HTP webpage](#).

III. Hospital Application and Intervention Proposal

Hospitals seeking to participate in the HTP must apply no later than April 30, 2020. Hospitals will complete two separate documents that will comprise the full application. The first document is the Hospital Application, which will include an executive summary and vision statement, the hospital's contact information, an overview of the governance structure, the hospital's planned stakeholder engagement, the hospital's selected measures, statewide priorities and an inventory of the hospital's proposed interventions. The second document is the Intervention Proposal, which will detail each proposed intervention and must be completed separately for each intervention.

The application will be scored as outlined below. The process will include an opportunity for hospitals to revise their applications to ensure they meet the requirements for participation. The Department of Health Care Policy and Finance (the Department) will complete a final review - inclusive of a revision period - and approve or reject applications by June 30, 2020.

The Department will provide technical assistance to support applicants as they complete and revise their applications, with the goal of ensuring all applicants ultimately meet the state's expectations for participation. Specifically, the Department will work with applicants as they select measures, design their interventions, complete applications, and respond to requests for revisions.

Following approval of their applications, hospitals will prepare detailed implementation plans for each proposed intervention.

IV. Application Process and Timeline

Final applications must be submitted in .pdf form with both the Hospital Application document, all Implementation Proposal documents and all supporting documentation included in one document via e-mail no later than April 30, 2020 to COHTP@state.co.us. Applications received after this deadline will not be considered. Applications may be submitted as early as April 1, 2020. The hospitals will complete two separate documents - as outlined above - that will comprise the full application. Hospitals should combine the documents and add any supporting documentation into one .pdf document for submission.



Immediately following the initial submission, Department program facilitators will review applications to ensure they are complete, and the hospitals meet all hospital participation requirements:

- The hospital is located in Colorado
- The hospital is an acute care hospital
- The hospital participates in Health First Colorado
- The hospital has completed the Community and Health Neighborhood Engagement process

The Department will then do a full review of applications from eligible hospitals. The Department will have 20 business days to review and score all hospital applications and measures and intervention proposals. All initial applications will be scored by May 29, 2020. The Department will return hospital applications and measures and intervention proposals to applicants for revision as necessary.

Any hospital receiving their application from the Department with all or a portion noted as requiring revision or additional information in order for it to be considered complete and acceptable will have 10 business days (until June 12, 2020) to complete such revisions and resubmit applications to the Department for further consideration. Department program facilitators will be available to work collaboratively with the hospitals during the revision and finalization period with the goal of ensuring that all hospitals can be approved for participation.

The Department will have 10 business days for the final application review. Final application scores will be provided by June 30, 2020.

Application Review and Revision Timeline

April 1, 2020 - First day applications may be submitted

April 1, 2020 - April 30, 2020 - Application Submission Period (Applications due no later than April 30, 2020)

May 1, 2020 - May 29, 2020 - Review Period: Twenty business day Department scoring period

June 1, 2020 - June 12, 2020 - Revise and resubmit period: Ten business day period during which any application requiring additional revisions and / or supporting details must be revised by applicant

June 15, 2020 - June 26, 2020 - Final Review Period: Ten business day Department scoring period of revised / resubmitted applications

June 30, 2020 - Final application scores released

V. Application Scoring

The application score is broken into two parts: Hospital Application Score and Intervention Proposal Scores. Both parts will be scored by multiple reviewers. Responses will be scored either as pass / fail or on a numerical basis as outlined below.

Pass / fail scores will be based on the following:



- Fail: The response is incomplete because it does not address one or more part(s) of the question asked. More information must be provided for the answer to be considered complete.
- Pass: A complete response was provided to all applicable aspects of the question.

Applications must earn passing scores for every pass / fail response to qualify for participation in the program. Any question receiving a failing score during the initial application review period will be returned to the applicant with specific instructions for revisions prior to resubmission. As outlined above, the Department will provide assistance aimed at ensuring the revisions result in a passing score.

Numerical scores will be based on a one to three (1-3) scoring rubric.

- Scores of one (1) will be given for answers that need to be revisited in-depth because they are either incomplete (they do not address one or more part(s) of the question asked) or they do not demonstrate a satisfactory approach in regard to the topic addressed. Examples of responses that would not demonstrate a satisfactory approach include:
 - ✓ A response to Question 3 in the Intervention Proposal that does not demonstrate that the proposed intervention will advance the goals of the HTP;
 - ✓ A response to Question 4 in the Intervention Proposal that does not demonstrate that the proposed intervention and / or selected local quality measures will address community needs identified during the Community and Health Neighborhood Engagement process; and
 - ✓ A response to Question 5 in the Intervention Proposal that does not demonstrate that there is evidence to support the use of the proposed intervention or explain why the intervention was proposed despite the lack of evidence.
- Scores of two (2) represent a generally complete and satisfactory response to the question (criteria for scores of one outlined above do not apply) but limited additional information or clarification is needed to ensure responses are detailed enough to provide the Department with a complete and accurate understanding of the response. The additional information or clarification needed will be specifically cited by the Department.
- Scores of three (3) represent a complete, sufficiently detailed and acceptable response and approach to the topic addressed (criteria for scores of one and two outlined above do not apply).

Applicants must earn scores of three (3) for every response to qualify for participation in the program. Any question receiving a one (1) or two (2) during the initial application review period will be returned to the applicant with specific instructions for revision prior to resubmission. As outlined above, the Department will provide assistance aimed at ensuring the revisions result in a score of three (3).



A. Hospital Application Score

Eligibility Requirements

Component	Question	Scoring
The hospital is located in Colorado	N/A	Pass / Fail
The hospital is an acute care hospital	N/A	Pass / Fail
The hospital participates in Health First Colorado	N/A	Pass / Fail
The hospital has completed the Community and Health Neighborhood Engagement (CHNE) Process	N/A	Pass / Fail
<ul style="list-style-type: none"> The hospital submitted a CHNE Action Plan 	N/A	Pass / Fail
<ul style="list-style-type: none"> The hospital submitted a CHNE Midpoint Report 	N/A	Pass / Fail
<ul style="list-style-type: none"> The hospital submitted a CHNE Final Report 	N/A	Pass / Fail

Hospital Application Questions

Component	Question	Scoring
Executive Summary / Vision Statement	1.	Pass / Fail
Contact Information	2.	Pass / Fail
Governance Structure and Overall Project Management Capabilities	3.	Pass / Fail
Plan for Ongoing CHNE	4.	Pass / Fail
Public Input Incorporation	5.	Pass / Fail
Measure Selection Worksheet / Statewide Priority	6.	Pass / Fail
List of Proposed Interventions	7.	Pass / Fail

B. Intervention Proposal Score

Intervention Proposal Questions (must be completed separately for each proposed intervention)

Component	Question	Scoring
Name of Intervention	1.	Pass / Fail
Quality Measures to be Addressed / Statewide Priority	2.	Pass / Fail
Description and Rationale	3.	1-3
Alignment of Intervention and Selected Local Quality Measures with Community Need	4.	1-3
Evidence Base	5.	1-3
Intersection and Alignment with Ongoing Statewide Initiatives	6.	Pass / Fail
Experience	7.	Pass / Fail
Existing Interventions (as applicable)	8.	1-3
Roles of Partner Organizations	9.	Pass / Fail
Documentation of Partnership	9.	Pass / Fail

