Colorado Hospital Transformation Program

Colorado’s Delivery System Reform Incentive Payment (DSRIP) program

Matt Haynes
2016
Our Mission

Improving health care access and outcomes for the people we serve while demonstrating sound stewardship of financial resources
Our Vision

The Coloradans we serve will have integrated health care and enjoy physical, mental and social well-being.
On the Road to Better Health
How the Department of Health Care Policy and Financing is Driving Improved Health Care Delivery and Payment Systems in Colorado

1. Taxpayers → Clients

2. WHY? Because almost one of four Coloradans is covered by Health First Colorado, HCPF has the ability to move the market.

3. WHO? HCPF partners with key stakeholders.

4. HOW? HCPF works with stakeholders to build a value-based system.


Quadruple Aim
- Lowered Costs
- Improved Quality
- Improved Health
- Provider Satisfaction

Payment Reform Models
1 2 3 4 Desired Outcome

Destined Outcome

LTSS
RAEs
PCPs
FQHCs
Hospital Role in Delivery System Transformation

Colorado’s hospitals have an important role to play in advancing delivery system reform:

- Engage with community partners
- Recognize and address the social determinants of health
- Prevent avoidable hospital utilization
- Ensure access to appropriate care and treatment
- Improve patient outcomes
- Ultimately reduce costs
Colorado Framework

• The State and the hospitals have shared goals of system integration, improved patient outcomes and more efficient provision of care.

• Aligning with and building on the other state-wide efforts already underway including ACC, CPC+, SIM, and the Colorado Opportunity Project. DSRIP should help you achieve your goals were the hospitals can fill in the gap.

• Focus on areas where hospitals can offer solutions and generate clear, realistic outcomes.

• The identified policy areas seek to collaborate further with the hospitals to improve care and outcomes where hospitals can play a critical role.
Colorado Framework

• Will use a Medicaid section 1115 Waiver to develop a Delivery System Reform Incentive Payments (DSRIP) program entitled: the Colorado Hospital Transformation Program (the Program).

• To finance the Program, Colorado will leverage existing hospital provider fees along with the federal match in a new way, but will not rely on any additional funds.
  ➢ The Program will generate no additional new funds or assess any new fees from hospitals.
Colorado Framework

• Under the program, in order to earn funding through incentive payments, hospitals must implement projects in the priority areas to address the focus areas and meet specific metric goals.

• The Program will change how supplemental payments are paid by tying them to projects focused on quality.
Project Justification Process

• Must meet with community partners
• Must demonstrate understanding of community:
  ➢ Health Needs
  ➢ Medical and Social Resources
  ➢ Data and HIT infrastructure and capabilities
• Must review available Community Health Needs Assessments
• Project selection must tie to the Project Justification Document
Policy Focus Areas

• Care Coordination and Care Transition Management
• Integration of Physical and Behavioral Health
• Chronic Condition Management and Targeted Population Health
Priority Areas for Projects

• Care Coordination and Care Transitions
• Perinatal Care and Improved Birth Outcomes
• Complex Care Management for High Risk Populations
• Addressing Social Determinants
Project Flow - Domains

• Building Infrastructure for Delivery System Reform
• Care Transformation and Delivery system Integration
• Data-Driven Accountability and Outcome Measurement
## Draft Waiver Timeline

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
</tr>
</thead>
<tbody>
<tr>
<td>• DSRIP program concept paper released for public comment</td>
<td>• When draft waiver application is ready, HCPF provides for statewide</td>
<td>• Separate federal public comment period starts after waiver application</td>
</tr>
<tr>
<td>• Program design work continues in consultation with workgroups</td>
<td>public comment period and stakeholder input on draft waiver application,</td>
<td>is submitted to CMS</td>
</tr>
<tr>
<td>• Federal s. 1115 waiver application drafting begins</td>
<td>including public meetings, workgroup briefings, and other outreach</td>
<td>Following federal public comment period, CMS begins review of waiver</td>
</tr>
<tr>
<td></td>
<td>• Waiver application is then revised as appropriate following</td>
<td>application with HCPF / CMS negotiations on demonstration, budget</td>
</tr>
<tr>
<td></td>
<td>consideration of public comments and stakeholder input</td>
<td>neutrality, and special terms and conditions (STCs)</td>
</tr>
<tr>
<td></td>
<td>• When final waiver application is ready, HCPF submits it to CMS</td>
<td>• HCPF keeps stakeholders apprised on status of CMS negotiations, which</td>
</tr>
<tr>
<td></td>
<td>• Continued stakeholder input on program implementation documents</td>
<td>will take at least several months</td>
</tr>
<tr>
<td><strong>Target timeline: Fall 2016</strong></td>
<td><strong>Target timeline: Winter 2017</strong></td>
<td><strong>Target timeline: Spring - Summer 2017</strong></td>
</tr>
</tbody>
</table>
Data and Data Infrastructure

• 2 areas of need
  1. Data sharing within the delivery system
     ▪ Data Use Agreements
     ▪ HIE Platform, accessibility and capabilities
     ▪ Ability to use or build on platform for community health record?
  2. Data reporting and dash boarding for program monitoring and evaluation
     ▪ What are our capabilities in BIDM?
Next Steps

• Waiver Application Drafting
• Continued Stakeholder Engagement
• Project Menu Development
• Measures and Metrics
• Application Process and Documents
• Project Scoring and Valuation
• Program Evaluation
DSRIP Project Development and Selection Process

The Department intends to continue developing and soliciting DSRIP project ideas from various stakeholders including a formal solicitation. Following the collection process and an effort to reduce and categorize all proposed projects, a public comment period will be held prior to the finalization of the project menu.

1. External gathering of project ideas across stakeholders*

2. Formal request for project ideas:
   - Department will send out project request form, asking for detailed project proposals

3. Consolidation of project ideas across major priority areas (process detailed on following slide)

4. Public comment period on proposed projects and categorization

5. Proposed consolidated project menu released

*Current Project Menu Data Sources:

- HCPF CO Hospital CHNA Analysis
- CHA Hospital Survey
- External Workgroups: Rural and Urban Hospitals
- Responses to request for hospitals’ project ideas
- Other Colorado healthcare redesign programs
- Other external sources
Following the collection of submitted project ideas, the Department will narrow total selections based on a number of critical criteria designed to ensure the success of the DSRIP effort.

Questions that will be used to drive the final selection process:

- Is this idea clear and feasible?
- Does it support Medicaid delivery system transformation goals?
- Is the idea focused on the Medicaid population and is it an allowable use of Medicaid funds?
- Is the idea based on evidence or promising research?
- Does the project align with the goals of ongoing efforts (ACC, COP, SIM)
- Does it address significant need and improve health outcomes, or reduce avoidable expenditures?
- Is there a potential for return on investment?
- Does this project idea have the potential to be sustainable at the end of the waiver demonstration?
- Is there evidence that this project promotes community collaboration?

Additional conditions that will result in a project being removed from consideration:

- Does the project propose duplicative services already funded under the Medicaid state plan.
- Does the project propose activities that do not support predominantly Medicaid eligible populations.
- Is the project already significantly implemented among hospitals in the state.
Questions and Discussion
Contact Information

Matt Haynes
Special Finance Projects Manager
Matt.Haynes@state.co.us
Thank You!