



CHASE

Colorado Healthcare Affordability and
Sustainability Enterprise

Hospital Transformation Program Overview

February 2020

Program Summary

What is the Hospital Transformation Program (HTP)?

- The goal of the HTP is to improve the quality of hospital care provided to Health First Colorado (Colorado Medicaid) members by tying provider fee-funded hospital payments to quality-based initiatives.
- To be successful, hospitals must demonstrate meaningful community engagement and improvements in health outcomes over time.
- The HTP includes expectations for key activities and tracking measures, in order to be consistent across the state while also allowing hospitals to work with their communities on the best interventions and approaches.
- The HTP is a five-year program that will transition from pay-for-process and reporting to a pay-for-performance structure over time.

A comprehensive overview of the program can be found in the HTP Concept Paper on the [HTP website](#) under the “Hospital Transformation Program Overview & Framework” section.

Project and Program Overview

The HTP will focus on improving health across communities through the development of the significant infrastructure, delivery system integration, and care interventions needed to allow the state’s hospitals to join alongside the ongoing improvements in care efforts underway throughout the state’s ambulatory health care system.

The HTP seeks to achieve five overarching goals:

- Improve patient outcomes through care redesign and integration of care across settings.
- Improve the performance of 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.
- Increase collaboration between hospitals and other providers.

HTP envisions transforming care across the following six priority areas: care coordination and care transitions; complex care management for core populations; behavioral health and substance use disorder (SUD) coordination; maternal health, perinatal care and improved birth outcomes; social needs and reducing total cost of care.

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Colorado’s hospitals have a critical role to play in the HTP, and will be asked to:

- 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 and contribute to reductions in total cost of care.

Community and Health Neighborhood Engagement

Hospitals participating in the HTP are required to engage organizations that serve and represent the broad interests of the community, including clinical providers, to identify community needs and resources to inform their applications to the HTP. The Community and Health Neighborhood Engagement (CHNE) process was a pre-waiver process intended to build on the strong spirit of collaboration within Colorado’s health system and efforts and partnerships already underway. HTP participants were expected to engage, consult, and be informed by health neighborhoods and community organizations to identify community needs and inform the selection of transformation initiatives that address those needs during the planning process. Hospitals are tasked with aligning their engagement activities with advisory groups, existing programs and alliances, and statewide initiatives designed to strengthen the health care system. Hospitals produced midpoint and final reports for the CHNE process. Hospitals will continue with community and health neighborhood engagement throughout the HTP and will be a required component of regular activity reporting.

Additional information about the CHNE process can be found in the on the [HTP website](#) under the “Community and Health Neighborhood Engagement (CHNE) Process” section.

Measures Scoring Framework

As part of the HTP, hospitals will receive supplemental payments based on their activity and performance on measures, and the interventions implemented to impact those measures. Measure scoring for the HTP will include a combination of measures for all hospitals statewide and local measures selected by each individual hospital to align with their improvement priorities and community needs.

For each intervention, hospitals will be asked to develop implementation plans with clear demonstrable milestones. At the beginning of the program, hospitals will be measures on reporting and implementation plans. As the program progresses, hospitals will be measured on improved performance across a series of measures important to improved processes of care, improved health outcomes, and reducing avoidable utilization and costs. In addition, hospitals will be asked to produce a plan for sustainability of projects and performance in the final year of the demonstration.

For more detailed information on how hospitals will be scored, please refer to the HTP Measures Scoring document on the [HTP website](#) under the “Hospital Transformation Program Overview & Framework” section.

