



## Hospital Transformation Program

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### *Intervention Proposal*

#### I. Background Information

This Intervention Proposal is designed to clearly articulate the scope and goals of proposed transformation interventions aimed at impacting the hospital's selected local quality measures under the HTP. The following questions are meant to assist the state in identifying: the evidence base for each intervention; the need within targeted communities for the implementation of the interventions; and how the interventions will advance the goals of the HTP.

Hospitals will not be required to implement a specified number of interventions. Instead, participation requirements are based on the selection of local quality measures to impact within 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 will be required to address statewide measures for each Focus Area. Hospitals will also be required to select from the [HTP list of local measures](#) across the five Focus Areas based on community needs and the goals of the HTP. Each hospital will be required to work on a set of measures equal to 100 points. The number, mix and points per measure will vary according to hospital size, defined by bed count or specialty type:

- Large hospitals (91+ beds) will be accountable for six statewide measures, totaling 60 points and a minimum of four local measures, which will account for 40 points. Points per local measure will equal 40 divided by the number of local measures selected.
- Medium hospitals (26-90 beds) will be accountable for six statewide measures and a minimum of two local measures. If two local measures are selected, statewide measures will total 75 points, and local measures will account for 25 points. Points per local measure will equal 25 divided by the number of local measures selected. If three local measures are selected, then statewide measures will total 67 points and local measures will account for 33 points. Points per local measure will equal 33 divided by the number of local measures selected. If four or more local measures are selected, then statewide measures will then total 60 points and local measures will account for 40 points. Points per local measure will equal 40 divided by the number of local measures selected for four or more local measures.
- Small hospitals (<26 beds) excluding critical access hospitals will be accountable for six measures (statewide or local) to account for 100 points. Points per each measure will equal 100 divided by the number of measures selected.
- Critical access hospitals will be accountable for six measures (statewide or local) and will have their risk for measures reduced by 40%.
- Pediatric hospitals will be accountable for five statewide measures, totaling 50 points and a minimum of five local measures, which will account for 50 points. Points per local measure will equal 50 divided by the number of local measures selected.



- Respiratory specialty hospital(s) will be accountable for four statewide measures and a minimum of four local measures. If four measures are selected then statewide measures will total 56 points and local measures will account for 44 points. Points per local measure will equal 44 divided by the number of local measures selected. If five or more measures are selected, then statewide measures will total 50 points and local measures will total 50 points. Points per local measure will equal 50 divided by the number of local measures selected.

Hospitals have the option to work on local measures beyond the required minimum. This would spread the local measure risk by reducing the points per local measure.

In addition, hospitals have the option to replace a local measure with a statewide priority. Each statewide priority will be worth 20 points and if selected the points for each remaining local measure will be equal to the remaining total required local measure points divided by the number of local measures, greatly reducing the risk associated with those measures.

Hospitals should consult the Measure Scoring Summary, which can be found on the HTP webpage, for more information about measure selection, requirements and scoring.

Hospitals must then design five-year interventions that will impact their selected quality measures.

Hospitals must demonstrate that their proposed interventions will fulfill the goals of the HTP and are evidence-based. They must also justify the selection of each intervention based on the findings of the Community and Health Neighborhood Engagement process, including the environmental scan and feedback.

Each hospital will need to report its own data and submit its own application, but partnerships between hospitals may occur in some instances.

Hospitals may leverage existing resources for interventions, and existing interventions may be considered insofar as they expand or enhance the Department's noted goals and meet the following criteria:

- The hospital must demonstrate that the existing intervention is being selected because it is the best approach for meeting the needs of the community identified during the Community and Health Neighborhood Engagement process.
- The hospital must demonstrate that the intervention can and will be enhanced to meet HTP goals.

In addition to meeting the above criteria, any hospital proposing existing interventions for participation in the HTP will be expected to propose and implement accelerated milestones in the Implementation Plan for such interventions.

This Intervention Proposal must be completed separately for each of the interventions being proposed for inclusion in the HTP. Hospitals must submit interventions that, together, address all of the statewide quality measures and the local quality measures listed in the hospital's response to Question 6 in the Hospital Application.



## II. Overview of Intervention

1. Name of Intervention: Screening and Referral for Post-Partum Depression and Anxiety
2. Please use the table below to identify which statewide and selected local quality measures (from the hospital's response to Question 6 in the Hospital Application) the hospital will address through this intervention. As a reminder, each of the statewide and selected local quality measures must be identified for at least one intervention. As such, if this is the only intervention addressing a given Focus Area, all statewide quality measures and all selected local quality measures for that Focus Area must be included in this response. This response should align with the intervention-specific list included in the response to Question 7 in the Hospital Application.

Please note, hospitals are also required to complete the Intervention Proposal below for statewide priorities identified in Question 6 of the HTP Hospital Application.

Please use the unique identification code from the Performance Measures List (which is available on the [HTP website](#)) to identify your selected measures. For example, the measure "30 Day All Cause Risk Adjusted Hospital Readmission" should be listed as SW-RAH1.

Response (Please format the response as a numbered list)

1. CP6

3. Please use the space below to describe the intervention and the rationale for its selection. Responses should include:

- A description of the intervention;
- Who will be the target population for the intervention; and
- How the intervention advances the goals of the HTP:
  - ✓ 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.

Response (Please seek to limit the response to 1,000 words or less)

When perinatal mood and anxiety disorders go undiagnosed, undetected and untreated, mothers and their infants may suffer effects with long-term consequences such as suicide, poor bonding, poor development and marital conflict (Wilkinson, Anderson, & Wheeler, 2017). In North



Suburban's service area, almost one in ten (8.9%) women report feeling down, depressed, sad or hopeless since the new baby was born, with Adams County having the highest rate (13.1%).

This intervention will address the notification of a positive post-partum depression and anxiety screening to the Regional Accountable Entity (RAE) for appropriate follow up and referral.

North Suburban will develop and implement an initiative to ensure that our patients have access to integrated behavioral health services, including maternal health services that focus on access and education to prevent and treat Post Partum Depression (PPD) and anxiety. Our plan will increase access to community wide partners including timely referrals to RAEs. Our plan will explore and implement an evidence-based screening tool for routine screening for PPD and anxiety, education of patients regarding access to prevention, and treatment interventions .

To support this intervention, North Suburban Medical Center will establish a process to refer our targeted population of Medicaid mothers who screen positive on a PPD screening to a RAE for appropriate follow-up. Our implementation plan will include engaging the RAE and relevant community partners to create a streamlined communication system. We will leverage our health information exchange partner, CORHIO, which allows us to send hospital ADT data to our RAE's. The communication system will notify regional mental health providers of the depression and anxiety risk of the eligible population.

This intervention will advance the goals of the Hospital Transformation Program by improving the patient and family's outcomes. The intervention will ensure timely integration of local mental health resources for the patient's plan of care. These efforts in the HTP framework will help prevent adverse outcomes for mother and families and proactively limit the burden on an already stressed mental health system. It will help decrease readmission rates by connecting high risk patients with community resources. Furthermore, we are highlighting the collaboration among our community partners via data sharing, evidence-based care coordination, care transitions, integrated physical and behavioral health care delivery, and chronic care management.

#### References

Normile, B., Hanlon, C., & Eichner, H. (2018). State options for promoting recovery among pregnant and parenting women with opioid or substance use disorder.

Wilkinson, A., Anderson, S., & Wheeler, S. B. (2017).

4. Please use the space below to describe how the intervention and any selected local quality measures to be addressed by the intervention align with community needs identified throughout the Community and Health Neighborhood Engagement process (including data identified in the hospital's CHNE midpoint and final reports), including but not limited to:
- How the intervention and any selected local quality measures to be addressed by the intervention were selected based on identified community needs, including how they align with identified significant behavioral and physical health needs and / or service capacity resources and gaps, including related to care transitions and social determinants of health;
  - How the population of focus aligns with identified community needs; and



- How the proposed intervention will leverage available medical and / or social resources and partners.

Response (Please seek to limit the response to 1,500 words or less)

The most recent Community Health Needs Engagement (CHNE) assessment in 2018 indicated that mental health, economic stability, transportation issues, health literacy and food security represented the greatest opportunities to improve the health of the community (“Community Health,” 2018). Maternal Health and Perinatal health is one of Adams County most vulnerable populations. Maternal/perinatal depression was frequently identified as compromising maternal health and birth outcomes. Perinatal care specifically was mentioned as difficult to access during non-traditional hours which creates barriers for many lower income pregnant women. In North Suburban Medical (NSMC) service area almost one in ten (8.9%) women report feeling down, depressed, sad or hopeless since the new baby was born, with Adams County having the highest rate (13.1%). Prevalence of adult depression during pregnancy is 9.7%, percent of women who drank alcohol during the last 3 months of pregnancy was at 6.9%, percent of women who experienced 1 or more major life stress events 12 months before delivery was high at 69.5%, WIC participation during pregnancy was the highest at 38.8%, smoking before, during and after pregnancy was also the highest in NSMC service area.

Opportunity for improvement in early identification and treatment of Medicaid mothers is identified. Per (Sherman et al., 2018) Medicaid mothers have higher rates of PPD, although the identification and care of PPD were not given in an appropriate time frame. Health equity reports consistently point to disparities in maternal mortality rates for women of color who are still four times more likely to die in childbirth than white women. According to the Midpoint report (CHNE) about four in five (83.2%) Coloradans in NSMC's service area identify as white, similar to 82.1% in Denver. More than a quarter of service area residents identify as Hispanic (27.4%) compared to about one in five residents in the metro area (22.3%). NSMC service region has about the same number of individuals who identify as African American (4.9%) as the metro region overall (5.2%). Similarly, 7.4% of individuals in the service region identify as two or more racers or "other" racial group, compared to 7.6% in the metro region. Families living in NSMC service area earn a lower average household income (90,103) than families across metro Denver (97,285). More than a third of service area residents are living below 200 percent of federal poverty level (35.1%) compared to (31.9%) in metro Denver.

Establishing a process to notify RAEs of postpartum depression and anxiety scores will help close the gap with health disparities and allow Medicaid patients to receive appropriate follow-up care with designated community providers. This will allow mothers to become more engaged with services in local communities through Medicaid partners.

#### References

Community Health Needs Assessment Report. (2018)

Sherman, L. J., & Ali, M. M. (2018). Diagnosis of postpartum depression and timing and types of treatment received differ for women with private and Medicaid coverage. *Women's Health Issues*, 28(6), 524-529.



VISION: Visual Information System for Identifying Information and Needs. (n.d.) Retrieved from <https://cdphe.colorado.gov/vision-visual-information-system-for-identifying-opportunities-and-needs>

5. Please identify the evidence base (academic, professional or otherwise) related to this intervention's use among the target population by selecting one of the following options:

- (1) Randomized Control Trial (RCT) level evidence
- (2) Best practice supported by less than RCT evidence
- (3) Emerging practice
- (4) No evidence

If you selected option 1, 2 or 3 above, please use the space below to summarize the evidence base (academic, professional or otherwise) related to this intervention's use among the target population. The response should address the intervention's ability to impact the selected local and statewide quality measures identified in Question 6 in the Hospital Application. Please submit the response in narrative form and provide links to any reference documentation (data, citations, etc.).

If you selected option 4 indicating that there is no known evidence base, please explain why this intervention is being proposed regardless.

Response (Please seek to limit the response to 1,500 words or less)

In Colorado PPD is the most common pregnancy complication. One in nine women display signs and symptoms of depression in the perinatal or postpartum period ("State of CO," 2021). ACOG recommends women should be screened for postpartum depression and anxiety once during the perinatal and postpartum periods with validated screening tools ("American College," 2018). Several HealthONE hospital utilize the Edenberg screening tool for postpartum depression, North Suburban will evaluate this tool and other tools that are evidenced based to screen and detect postpartum depression in women (Doumaney, T.E., Pringle, & E.A., n.d.). Routine postpartum depression and anxiety screening will identify mothers who are in need of services. North Suburban currently does not routinely screen all postpartum women with a tool but does identify patients during the routine screening process who require a social work consult prior to discharge. North Suburban Medical Center is currently evaluating a process to notify the RAE of patients who screen positive.

#### References

American College of Obstetricians and Gynecologists (2018). Screening for perinatal depression. Retrieved from <https://www.acog.org/-/media/project/acog/acogorg/clinical/files/committee-opinion/articles/2018/11/screening-for-perinatal-depression.pdf>

Consensus Bundle on Maternal Mental Health Perinatal Depression and Anxiety -Kendig, Susan JD, MSN; Keats, John P. MD, CPE; Hoffman, M. Camille MD, MSCS; Kay, Lisa B. MSW, MBA; Miller, Emily S. MD, MPH; Moore Simas, Tiffany A. MD, MPH; Frieder, Ariela MD; Hackley, Barbara PhD, CNM; Indman, Pec EdD, MFT; Raines, Christena MSN, RN; Semenuk, Kisha MSN, RN; Wisner, Katherine L. MD, MS; Lemieux, Lauren A. BS



Doumaney, T. E., & Pringle, E. A. Predictive Factors in Postpartum Depression: Developing a Tool to Aid Nurses in a Preventative Role.

Obstetrics & Gynecology: March 2017 - Volume 129 - Issue 3 - p 422-430

State of Colorado (2021). Pregnancy related depression. Retrieved from <http://cdphe.colorado.gov/pregnacy/pregnacny-related-depression> Obstetrics & Gynecology: March 2017 - Volume 129 - Issue 3 - p 422-430

6. a. Does the focus of the proposed intervention intersect with ongoing initiatives statewide (including, but not limited to those included in the ACC, State Innovation Model and Comprehensive Primary Care Plus)?

Yes

No

b. If yes, please identify the applicable statewide initiative(s): (you may select more than one response from the list below)

[Behavioral Health Task Force](#)

[Affordability Road Map](#)

[IT Road Map](#)

[HQIP](#)

[ACC](#)

[SIM Continuation](#)

Rx Tool

[Rural Support Fund](#)

[SUD Waiver](#)

[Health Care Workforce](#)

[Jail Diversion](#)

Crisis Intervention

[Primary Care Payment Reform](#)

Other: \_\_\_\_ (please identify)

Please also use the space below to briefly explain how the hospital will ensure the intervention aligns with the applicable ongoing initiative(s).

Response (Please seek to limit the response to 750 words or less)

A. Behavioral Health Taskforce: North Suburban Medical Center's proposed intervention will address the Taskforce's identified challenges of access to behavioral health resources by providing appropriate resources and referrals. It will establish accountability by launching



specific relationships for referrals, resources for identified patients, and Whole Person Care; addressing both physical and emotional health needs of our patients.

B. IT Roadmap: CORHIO will be a significant part of NSMC's strategy for data sharing with RAEs (i.e., notification) and any referrals.

C. HQIP Perinatal Depression and Anxiety 2021 Measure: NSMC's proposed intervention for HTP will align with HQIP and permit TMCA to fully support the four "Rs" of Readiness, Recognition and Prevention, Response and Reporting/Systems Learning as recommended by the Council on Patient Safety in Women's Health Care recommendations.

D. ACC Phase II: NSMC's interventions support the goal of Phase II objectives and RAE responsibility of care coordination.

7. Please use the space below to explain any experience the hospital or any affiliated community partners have had with this type of intervention or target population and how that experience will support the success of the intervention.

Response (Please seek to limit the response to 500 words or less)

North Suburban Medical Center (NSMC) has not routinely screened all women for postpartum depression and anxiety, and currently does not notify the RAE of Medicaid patients who have PPD. Through the Hospital Transformation Program, NSMC will start screening all patients with an evidenced based screening tool and establish partnerships to appropriately refer PPD patients. The RAE has provided resources for this target population and based on previous experiences we are confident it will support the success of our future initiative. Colorado Access (COA) receives CORHIO ADT feeds as well as periodic contacts from hospitals, this information allows COA to risk stratify to target interventions for those members who have complex medical issues. The COA care management team provides members transitioning from hospital settings to lower levels of care with appropriate transitions of care intervention, including but not limited to:

- a. Collaboration with hospital staff to uphold timely and member-focused discharge planning;
- b. Development of member-driven care plans that incorporate current member status and needs, interdisciplinary team input, and historical clinical information;
- c. Submission of member referrals that support ease of access to services and remain consistent with identified member needs;
- d. Care coordination activities designed to ensure sustained member access to care and reduce risk for future hospitalization;
- e. Exchanging of member information, clinical records, care plan goals, and care coordination activities to promote interdisciplinary service delivery;
- f. Follow up with member, provider, and hospital team members to ensure follow through with treatment activities and member success.

Establishing a process to complete PPD screening on all patients and streamline Medicaid referrals for postpartum depression will improve the continuum of care for a vulnerable



population at North Suburban Medical Center. Throughout the HTP, North Suburban Medical Center will implement a screening tool, initiate referrals, establish community partnerships and close gaps in the care for the Medicaid population. HTP will lead to improving patient and family outcomes, improving patient experiences, lower health costs, and increase collaboration with care transitions to meet the needs of this particular vulnerable population.

8. a. Is this an existing intervention in use within the hospital (“existing interventions” are those interventions the hospital has implemented or is implementing on the day it submits the Hospital Application)?

- Yes
- No

b. If yes, please use the space below to explain how the following criteria for leveraging existing interventions is satisfied (the response may reference answers above):

- The hospital must demonstrate that the use of the existing intervention is the best approach for meeting the needs of the community identified during the Community and Health Neighborhood Engagement process.
- The hospital must demonstrate that the project will be enhanced to meet HTP goals.

Response (Please respond as applicable; Please seek to limit the response to 1,000 words or less)

9. a. Will the intervention be a joint effort with another organization (e.g., a Regional Accountable Entity, Local Public Health Agency, a mental or community health center, another community organization or any other external organization)?

- Yes
- No

Partnerships are not required, but, if the hospital will partner, please complete the remainder of this question and provide the required documentation (see subpart c).

b. If yes, please complete the following chart, including listing the partner organization; listing the type of organization; indicating whether the hospital has previously partnered with the organization; and providing a high-level summary of the expected role of the organization in intervention’s leadership and implementation.

Partner Organization Name	Type of Organization	Does the hospital have any previous experience partnering with this organization? (Yes or No)	Organization’s Role in Intervention Leadership and Implementation (high-level summary)



- c. Please also submit documentation of the partnership with each listed organization. Documentation may be provided separately for each organization listed above and could include: a contract; a memorandum of understanding; a business association agreement; a Letter of Partnership from the listed organization(s); or similar documentation. If a Letter of Partnership is provided, in it the organization should: (1) acknowledge that it intends to partner; (2) provide a brief description of the organization; (3) express agreement with the planned intervention; and (4) express agreement with the planned role it will have in leadership and implementation of the intervention as expressed above. The letter should be signed by a member of the organization's management and submitted with this application in the same .pdf document. The Letter of Partnership Template can be found on the [HTP webpage](#).

