



CHASE

Colorado Healthcare Affordability and
Sustainability Enterprise

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Denver, CO 80203

DRAFT

Hospital Transformation Program

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: Decrease opioid use and increase ALTO use in ED
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. SW-BH3
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)

Description of the Intervention: Dr. Donald Stader of Swedish Medical Center developed and implemented the first ALTO program in Colorado in 2016. This program continues to be used at Swedish Medical Center, and focuses on all patient's who are seen in the emergency department with a complaint of pain. The ALTO intervention include using nonopioid approaches as the first-



line therapy for the treatment of pain, utilizing opioids as a second-line treatment, using opioids as a rescue medication, discussing realistic pain management goals with patients, and discussing addiction potential and side effects with those patients who are using opioids.

Target population: Any Medicaid patient seen in the ED who is 18 years and older, including patients who were admitted as inpatients, kept in observation, or discharged home, with any primary or secondary ICD-10-CM diagnosis codes

How the intervention advances to goals of the HTP: By utilizing the ALTO program, providers in our ED hope to better control pain and decrease opioid use in a high risk population of ED patients. This not only ensures appropriate care in an ED setting, but also prevents unnecessary exposure to the harmful effects of opioids, including potential misuse of prescription opioids leading to addiction disorders. With the adoption of the ALTO program, it can be assumed that opioid usage will decrease and opioid addiction and overdose deaths will decrease. Swedish Medical Center participated in a case study in 2016 that later led to the publishing of the Colorado ACEP 201 Opioid Prescribing & Treatment Guidelines. This collaboration has continued at both the State and National levels.

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)

According to the American College of Physicians: Substance use disorders are treatable chronic medical conditions that should be addressed through expansion of evidence-based public and individual health initiatives to prevent, treat, and promote recovery. The ACP supports appropriate and effective efforts to reduce all substance use including educational, prevention, diagnostic, and treatment efforts. In addition, ACP supports medical research on substance use disorders, including causes and treatment. ACP emphasizes the importance of addressing the stigma surrounding substance use disorders among the health care community and the general public.

This measure aligns with the Swedish Medical Center CHNE in the following ways

A. The CHNE revealed that Swedish Medical Center has population of high risk needs patients who are at high risk for substance abuse and the associated impact of the abuse. Opioid addiction and misuse presents a significant risk for ineffective health management and coping skills and often leads to unexpected/unanticipated fatal events.



B. Patients who have developed a dependence on opioids and or at risk for substance abuse have a higher incidence of premature death, hospitalizations and inability to effectively manage their health and well-being.

C. The misuse of opioids and substance abuse by an individual in the community can/may become impactful on a multigenerational perspective as their behaviors impact their families and significant others.

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)

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In a study to assess opioid use in an emergency department following the development and implementation of an ALTO first approach to pain management, it was found that opioid administration decreased by more than 20%, while patient satisfaction scores relating to pain management remained unchanged.

Our country is currently in the midst of an opioid epidemic. Opioids, both illicit and prescribed, contribute to more drug overdose deaths than any other substance. Of the 33,091 opioid related deaths in 2015, 15,000 can be attributed to prescription medications. Four out of five heroin users point to prescription opioid abuse as an introduction to their addiction. Of the 3,427 patients seen in the emergency department (ED) at Swedish Medical Center for overdose related diagnoses in 2019, 56.55% were Medicaid members.

Emergency medicine physicians are on the forefront of reducing ED opioid use. In his open letter to physicians in May 2016, Steven Stack, MD, FACEP, the then-president of the AMA, called upon the medical profession to "play a lead role in reversing the opioid epidemic that, far too often, has started from a prescription pad." These proposed changes include avoiding initiating opioids for new patients with chronic non-cancer pain unless the expected benefits are anticipated to outweigh the risks. Non-pharmacologic therapy and non-opioid pharmacologic therapy is preferred." Dr. Stack further argues to the physician community that "As a profession that places patient well-being as our highest priority, we must accept responsibility to re-examine



prescribing practices. We must begin by preventing our patients from becoming addicted to opioids in the first place. (Stack S. Confronting a Crisis: An Open Letter to America's Physicians on the Opioid Epidemic).

Referances:

Duncan, R.W., Smith, K.L., Maguire, M., & Stader, D.E. (2019, January). Alternatives to opioids for pain management in the emergency department decreases opioid usage and maintains patient satisfaction. The American journal of emergency medicine, 37(1), 38-44.
<https://doi.org/10.1016/j.ajem.2018.04.043>

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)



Affordability Roadmap: By utilizing ALTOs in place of opioids for pain management in the ED it is our hope that by eliminating exposure, we are preventing future opioid addiction and reducing possible readmissions.

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)

As previously stated, Dr. Donald Stader and Swedish Medical Center developed and implemented the first ALTO program in Colorado in 2016. This program continues to be used at Swedish Medical Center, and focuses on all patient's who are seen in the emergency department with a complaint of pain. The treatment goals of the ALTO program include using nonopioid approaches as the first-line therapy for the treatment of pain, utilizing opioids as a second-line treatment, using opioids as a rescue medication, discussing realistic pain management goals with patients, and discussing addiction potential and side effects with those patients who are using opioids. Having an intervention already in place allows for data driven improvements to be made to this intervention. The hospital is remains committed to the reduction of opioid use in the ED.

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)

Swedish Medical Center developed and implemented the first ALTO program in Colorado in 2016. This program continues to be used at Swedish Medical Center, and focuses on all patient's who are seen in the emergency department with a complaint of pain. The treatment goals of the ALTO program include using nonopioid approaches as the first-line therapy for the treatment of pain, utilizing opioids as a second-line treatment, using opioids as a rescue medication, discussing realistic pain management goals with patients, and discussing addiction potential and side effects with those patients who are using opioids. Having an intervention already in place allows for data driven improvements to be made to this intervention. The hospital is remains committed to the continuing reduction of opioid use in the ED.

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)
CarePoint Health	Physician Group	Yes	Emergency Department Physicians who will carry out ALTO orders

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](#).

