



# CHASE

Colorado Healthcare Affordability and  
Sustainability Enterprise

1570 Grant Street  
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: Population Health/Total Cost of Care
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-PH1

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)

The intervention selected will address the severity adjusted length of stay compared to the statewide average. Eligible patients include all adult and pediatric primary patients in an acute inpatient setting. It will be measured using Promethius and other tools to systematically look for identified patient populations with opportunities for LOS management.



This intervention will lower Health First Colorado (Colorado's Medicaid Program) cost through reduction in avoidable hospital utilization and increased effectiveness and efficiency in care to reduce unnecessary hospital days. Increased hospital days can lead to hospital-acquired conditions (HAC), falls and increased costs. Interventions that focus on addressing the challenging length of stay reduction needs of vulnerable populations might increase the efficiency of patient throughput while improving the delivery of safe and effective care.<sup>1</sup> Increasing weekend care coordinator has also been shown to reduce hospital inpatient admissions and length of stay.<sup>2</sup> Involving hospice and palliative care in discharge planning goals can help reduce length of stay and readmissions.<sup>3</sup>

- Our implementation plan will include collaborating with the RAE and the Douglas County Care Compact initiative to connect patients with community agencies and to improve care coordination after discharge.
- We will 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.
- An additional discharge planner will be added to the weekends to cover the emergency department and offer additional discharge planning support on the units.
- We will include the hospice/palliative care nurse practitioner in daily interdisciplinary rounds.

Care coordination is a proactive approach for appropriately moving patients along the continuum of care and providing continuity among phases of service delivered to the patient both in and beyond the inpatient setting. The goals would include proactively managing length of stay, emphasize patient-centered care, ensure evidence-based care and ensure appropriate level of care.

Ensuring compliance with CMS Conditions of Participation - 42 CFR 482.43 by early identification of patients who are likely to suffer adverse health consequences upon discharge if there is not adequate discharge planning. Proactive discharge planning helps with identification of high-risk patients, assessment of needs and appropriately removing barriers to discharge. This improves patient outcomes and decreases readmissions and length of stay.

Utilizing this philosophy, Sky Ridge Medical Center plans to review extended length of stay meetings and diagnosis-specific care coordination to support bundled payment initiatives (BPCI-A).

We believe this intervention will advance the goals of the Hospital Transformation Program by decreasing length of stay.

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)

This measure aligns with Sky Ridge Medical Center CHNE in the following ways:

- There is a population of high-risk needs patients who are without primary care. This results in poor health management and enhanced risk of chronic underlying disease processes going untreated over a period of time. These patients drive a higher length of stay due to higher acuity for management of ongoing medical conditions.
- Assistance with setting up transportation
- Assistance in arranging specialty care follow-up
- Social barriers including inadequate food and housing due to financial and income disparity
- Securing needs after discharge i.e.: oxygen, getting prescriptions filled, DME
- This population would benefit from increased navigation of services, increased community resources and management of both social and behavioral and medical needs.
- Improving communication/collaboration between the facility and the RAE to ensure a connection between the patient and a community/external provider
- Evidence shows that decreasing over-utilization by high utilizers is a multi-faceted approach which includes addressing social determinants of health.

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)

Best Practice: The Institute of Healthcare Improvement emphasizes the benefit and necessity of Multidisciplinary Team Rounds is the routine meeting of health care team members for the purpose of discussing and planning how best to meet the needs of the patient and family through clinically appropriate services and efficient resource use in order to maximize clinical outcome and patient transition. The transformational focus to include barrier identification helps to ensure that the patient is getting effective, efficient and coordinated care to increase communication, patient satisfaction and manage hospital length of stay appropriately.

The Joint Commission believes that lack of adequate communication leads to ineffective care transitions from the hospital to post-acute care or home settings. It is critical for the care of our patients to be coordinated to ensure assessment, planning and referrals for safe discharges from the hospital. Ineffective care transition processes lead to adverse outcomes for patients, including medication errors, clinical progression of illness, lack of post-discharge follow up and avoidable emergency department visits. It can also lead to inappropriate use of resources and financial penalties through reduction in reimbursement from the Centers for Medicare and Medicaid Services (CMS) and other insurers.

This measure attempts to reduce length of stay to reduce negative patient outcomes, costs to the healthcare system and to improve quality and outcomes for the patients in our community. Implementing and sustaining LOS improvement efforts would require ongoing communication, collaboration, and alignment between the hospital and the community, between providers, and with patients and their families.<sup>2</sup>

#### CITATIONS:

1. CMS Conditions of Participation for Hospitals Subpart C\_Basic Hospital Functions. Sec. 482.43

Condition of participation: Discharge planning

<https://www.cms.gov/regulationsandguidance/guidance/manuals/internet-only-manuals-ioms-items/cms018912.htm#evaluationassessment>

2. Institute of Healthcare Improvement

<https://www.ihl.org/resources/pages/tools/howtoguidemultidisciplinaryrounds.aspx>

3. Agency for Healthcare Research and Quality <https://ahrq.gov/patient-safety/patients-families/index.html> Engaging Patients and Families in their Health Care.

4. Agency for Healthcare Research and Quality (AHQR), Interventions To Decrease Hospital Length of Stay, August 24, 2020 <https://effectivehealthcare.ahrq.gov/products/hospital-length-of-stay/protocol>

5. Society of Hospital Medicine <https://www.hospitalmedicine.org/clinical-topics/care-transitions/> Advancing Successful Care Transitions to Improve Outcomes

6. Health Catalyst, Patient-Centered LOS Reduction Initiative Improves Outcomes, Lowers Costs, 2017 <https://downloads.healthcatalyst.com/wp-content/uploads/2016/06/Patient-Centered-LOS-Reduction-Initiative-Improves-Outcomes-Lowers-Costs.pdf>



7. Miani C, Ball S, Pitchforth E, et al. Organisational interventions to reduce length of stay in hospital: a rapid evidence assessment. Southampton (UK): NIHR Journals Library, December 2014. (Health Services and Delivery Research, No. 2.52)  
<https://www.ncbi.nlm.nih.gov/books/NBK263809/>

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: [Douglas County Care Compact](#), [Rocky Mountain Human Services](#) (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)

To focus on the severity adjusted length of stay, Sky Ridge Medical Center identified the importance of and coordination of care with Colorado's statewide initiatives.

These partners would appropriately intersect with the focus on length of stay management. They would help us to strengthen and coordinate services that will further assist in efforts to reduce avoidable hospitalizations. Collaboration with the RAE for discharge planning and services is critical to safe discharge handoff.



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)

Sky Ridge already collaborates with the Colorado Access (COA) Care Management Team. The COA Care Management Team receive proactive referrals for coordination on patients that may benefit from additional resources. The COA Care Management Team also collaborates for post-acute care services with the RAE, upon referral from the hospital case management, for follow up PCP visits assisting patients have access to necessary medications and treatments.

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, upon referral, 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. Exchange 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

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)

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[www.colorado.gov/hcpf](http://www.colorado.gov/hcpf)



Sky Ridge Medical Center’s case management team assesses all patients for discharge needs, resource needs, social support and coordination of services.

Sky Ridge Medical Center has interdisciplinary team rounding to discuss goals of care, barriers to discharge and next steps. Sky Ridge utilizes NATE (Next-gen analytics for Treatment and Efficiency) Tempo software to allow all disciplines to come together and to assist in patient throughput, decreasing discharge barriers and improving clinical efficiency.

HCA has created Total Readmission Expert (TRES), a data driven tool to predict a patient’s risk for readmission within 30 days. This tool utilizes data from 11 sources including: length of stay, chief complaint code, admission type (inpatients only), emergency admission, attending and admitting physician specialty, procedure code and severity, patient height, weight and BMI, pt gender and age, previous visits in any HCA facility, previous ED visits in any HCA facility. This risk stratification tool populates the case management worklist of patients automatically for all patients.

Sky Ridge will continue to coordinate care for our patients, especially those identified as high risk. We will incorporate patient and family education about continuing care into our discharge processes.

Additionally, Sky Ridge Case Management staff maintain excellent working relationships with providers of HHC, SNF, LTAC and IRF. There is sharing of patient information as well as communication about best practices.

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)
Colorado Access			Referrals and care coordination



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](#).

