

# Hospital Transformation Program

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*Stakeholder Engagement Activities*

January 2016 to December 16, 2019



**CHASE**

Colorado Healthcare Affordability and  
Sustainability Enterprise

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## I. Executive Summary

The State of Colorado has always been at the forefront of health care innovation, and we will continue to focus on our goals of better patient experience, improved health outcomes, improved member experience, and reduced cost, with the Hospital Transformation Program (HTP) as the state's first major effort to significantly redirect hospital supplemental payments toward major delivery model growth, maturity, and evolution. The HTP will focus on improving population health across targeted 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.

Since its inception, the foundation of the HTP has been rooted in transparency, partnership and collaboration. Beginning in 2016, leadership and staff from the Colorado Department of Health Care Policy & Financing (the Department), with guidance from the Colorado Healthcare Affordability and Sustainability Enterprise (CHASE) Board, have sought input and educated stakeholders across care continuums in Colorado. It has been, and will continue to be, crucial for the Department to engage in a statewide discussion around how the HTP will drive health system transformation and allow Colorado to integrate its current reform efforts across the entire continuum of care.

Since January 2016, Department leadership and staff have engaged with the community regarding HTP in the following ways:

- Maintained a programmatic partnership with the Colorado Hospital Association (CHA) to ensure hospital input was received throughout the entirety of the HTP process
- Worked with the Colorado Health Institute (CHI) on a state-wide hospital survey. The survey, developed by the department in collaboration with the CHA, went out to every hospital in every region of the state. Analysis for the survey was completed by CHI.
- Gave no fewer than 40 HTP presentations (in-person and via conference call) followed by discussions in all regions of the state to diverse stakeholder groups including, but not limited to, hospital leadership, steering committees, state agencies, community organizations, health care systems, conference attendees, community members, health care alliances, Regional Care Collaborative Organizations (RCCOs), Regional Accountable Entities (RAEs), clinics, physicians,

tribal partners, health plans, local Public Health Agencies (LPHAs), and the general public.

- Attended no fewer than four conferences to engage with community members to obtain feedback on HTP as well as educate attendees and answer questions about the program.
- Represented and discussed HTP at 13 CHASE Board meetings.
- Conducted hospital site visits and toured hospitals in rural and urban areas to learn more about hospital needs; these visits included interactions and education from hospital leadership and staff to address possible challenges and opportunities with HTP.
- Participated in weekly meetings with CHA to discuss HTP developments beginning July 19, 2017.
- Participated in weekly meetings with the HTP General Quality Measures Workgroup beginning October 23, 2018.
- Participated in weekly meetings with the HTP Pediatric Quality Measures Workgroup beginning January 15, 2019; this group includes subject matter experts from Children’s Hospital Colorado and Rocky Mountain Hospital for Children.
- Participated in monthly meetings with the HTP Urban Hospital Workgroups beginning in June 2016.
- Participated in monthly meetings with the HTP Rural Hospital Workgroups beginning in July 2016.
- Drafted and submitted a concept paper to the Centers for Medicare and Medicaid Services (CMS) to begin engagement with the CMS 1115 waiver team.
- Distributed a bi-monthly electronic newsletter to keep internal and external stakeholders updated on HTP updates beginning March 2019; this newsletter is sent to no less than 730 people.

## II. Stakeholder Engagement and Activities

Details about Department leadership and staff interaction surrounding the conception and rollout of the HTP is in the table below.

### January 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Northglenn	Pregnancy Related Depression Advisory Committee	Event took place at the Community Reach Center in North Denver

## February 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Community Engagement and Participation	Telehealth Consensus Conference	Conference attendees	Matt Haynes was invited to conference and asked to participate in the development of telehealth initiatives and give HTP perspective.

## March 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Hospital Survey	N/A	The Department, CHI	The survey went to every hospital in the state; CHI developed survey and did analysis on results.

## May 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	CHA) Rural Health and Hospitals Conference	Rural Hospital CEOs	Rural hospital CEOs were specifically engaged in a breakout group to discuss HTP
Community Engagement and Participation	Practical Playbook Conference	Conference attendees	Interacted with and educated various stakeholders at conference on upcoming HTP; engaged with community members to get feedback on HTP.

## June 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	N/A - conference call	RCCO Leadership Group	Invited by Rocky Mountain Health Plans (RMHP) and group to present on HTP
Meeting	N/A - CHA and webinar	HTP Urban Hospital Workgroup	Group works on the development of program concepts and components with the department and CHA. Program Framework, focus areas, approach to measures, CHNE, etc. After internal development, and discussions with CHA, then taken to these workgroups for feedback and to collaboratively work to refine.

## July 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Community Engagement and Participation	Colorado Health Foundation Colorado Health Symposium	Conference attendees	Interacted with and educated various stakeholders at conference on upcoming HTP; engaged with community members to get feedback on HTP.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	Workgroup concerning the development of program concepts and components with the department and CHA. Program Framework, focus areas, approach to measures, CHNE, etc. After internal development, and discussions with CHA, then taken to these workgroups for feedback and to collaboratively work to refine.

## August 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Fort Collins	North Colorado Health Alliance	Discussed HTP
Presentation and discussion	Colorado Community Health Network (CCHN)	CCHN Payment Reform Committee	Discussed HTP
Presentation and discussion	N/A - conference call	RCCO Leadership Group	Invited by RMHP and RCCO leaders group to present on HTP
Community Engagement and Participation	Healthy Transitions Colorado Symposium	Conference attendees	Interacted with and educated various stakeholders at conference on upcoming HTP; engaged with community members to get feedback on HTP.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## September 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Denver	Denver Health and Mile High Health Alliance and other community Partners	Discussed HTP

Activity	Location	Participants and Group/Audience Engaged	Notes
Site visit	Cheyenne Wells	Keefe Memorial Hospital	Site visit and tour of hospital, discussion around HTP and rural understanding of hospital needs; engaged with leadership/CEO
Site visit	Eads	Weisbrod Memorial County Hospital	Site visit and tour of hospital, discussion around HTP and rural understanding of hospital needs; engaged with hospital leadership/CEO
Site visit	Hugo	Lincoln Community Hospital	Site visit and tour of hospital, discussion around HTP and rural understanding of hospital needs; engaged with hospital leadership/CEO
Presentation and discussion	CHA Quality Professionals Council Meeting	Meeting attendees	Discussed HTP
Site Visit	Denver	UCHealth University of Colorado Hospital	Site visit and tour of hospital; engaged with leadership/CEO; observed emergency department from a university perspective; discussion, education and engagement.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## October 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Colorado Springs	Community Health Partners RCCO 7	Discussed HTP
Presentation and discussion	Durango	Southwest Colorado community meeting	Discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## November 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Aurora	Tri-County Health Department leadership	Discussed HTP
Presentation and discussion	Community First Foundation	Jefferson County Hotspotting Alliance	This group addresses overuse of emergency rooms in Jefferson County.



Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Aurora	Colorado Rural Health Center leadership	Discussed HTP and its impact on rural hospital
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

### December 2016

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Denver metro	Network of Health Alliances leadership	Discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

### January 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	The Department office	Performance Improvement Advisory Committee (PIAC) leadership	Discussed HTP
Presentation and discussion	Colorado Department of Public Health and Environment (CDPHE)	Provider and Community Issues Subcommittee of Accountable Care Collaborative (ACC)	Discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

### February 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Pueblo	Integrated Community Health Partner	Discussed HTP with RCCO Region 4
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## April 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	Aurora	Colorado Access leadership	Discussed HTP with RAE for Regions 3 and 5
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## May 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Boulder County Public Health	Boulder County public health stakeholders	Stakeholders engaged included Boulder county RAE, hospitals, CMHC, FQHC and United Way.
Community Engagement and Participation	Denver	Every Child Pediatrics, Kid's Health Symposium	Every Child Pediatrics (formerly Rocky Mountain Youth Clinics). Symposium is a free community gathering to share insights from nationally recognized experts about ways to improve child well-being.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## June 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## July 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

Activity	Location	Participants and Group/Audience Engaged	Notes
Weekly Meetings on Wednesdays beginning 7/19/17	The Department office or via conference call	Colorado Hospital Association	Weekly meeting between Matt Haynes and Ryan Westrom re: debrief of CHNE, workgroups and planning for upcoming workgroups and engagements; an opportunity for CHA to ask questions and raise any issues/concerns. Collaborative planning for program development and stakeholder work associated with CHNE.

### August 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

### September 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

### October 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and site visit	Buena Vista, Heart of the Rockies Regional Medical Center	Chaffee county public health stakeholders	Discussed HTP
Presentation and discussion	Denver	Mile High Health Alliance	Discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

Activity	Location	Participants and Group/Audience Engaged	Notes
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

### November 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A - conference call	Katie Patchan Jacobson from CCHN	Follow-up with CCHN, primary care and HTP. CCHN represents 20 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado.
Presentation and discussion	Denver metro	Network of Health Alliances- eastern/urban group	Discussed HTP; Network of Health Alliances membership consists of 22 actively engaged health alliances, representing over 72% counties.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	HCPF office or via conference call	Colorado Hospital Association	

### December 2017

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Denver metro	Network of Health Alliances- western/rural group; members of network of health alliance	Discussed HTP
Presentation and discussion	HCPF office	State Multi-Agency Health Information Technology workgroup	Discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

## January 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Glenwood Springs	Western Mountain Region Health Alliance	Discussed HTP and how it will interface with Accountable Health Communities Model (AHCM)
Presentation and discussion	N/A - call	Valley Health Alliance	Discussed HTP; The Valley Health Alliance is a not-for-profit organization composed of six of the largest self-funded employers in the Roaring Fork Valley focused on improving access to quality care, population health management and reduce waste in the healthcare system.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting and discussion	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

## February 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting and discussion	Denver metro	Ashlie Brown Colorado Health Institute, Director of the State Innovation Model (SIM) Extension Service, Regional Health Connectors	Discussed HTP re: Regional Health Connectors
Discussion	The Department office	Executive Partners meeting	This meeting was pulled together by Kim Bimestefer, Executive Director of the Department to discuss hospital work, private pay, RAEs.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	The Department Office	CHASE Board, Department staff, and external stakeholders	The CHASE Board makes recommendations to the Medical Services Board regarding the implementation of the healthcare affordability and sustainability fee established pursuant to the Colorado Healthcare Affordability and Sustainability Enterprise Act of 2017, Section 25.5-4-402.4, Colorado Revised Statutes. This meeting is open to the public.
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

### March 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Discussion	The Department office	Executive Partners meeting	Executive Partners meeting to discuss hospital work; private pay/RAEs.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

### April 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Meeting	The Department	CHASE Board, Department staff, and external stakeholders	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

## May 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Pueblo	Pueblo Transitions Consortium	Discussed HTP with community organizations working on care coordination in Pueblo.
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

## June 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A - conference call	CDPHE	Meeting regarding HTP and data to support program
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Presentation and discussion	Denver	Rocky Mountain Health Plans	Discussed HTP
Presentation and discussion	COAccess	COAccess leadership	Discussed HTP
Presentation and discussion	Denver	Center for Health Progress	Discussed HTP
Meeting	The Department Office	CHASE Board, Department staff, and external stakeholders	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

## July 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	CHI	CHI and Project Angel Heart	Learned about Meals for Care Transition program and discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

## August 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation and discussion	Pueblo	BridgeCare Health Network Board	Discussed HTP; BridgeCare Health Network consists of a partnership between five southeastern Colorado (Mt. San Rafael Hospital in Trinidad, Parkview Medical Center in Pueblo, Prowers Medical Center in Lamar, Southeast Colorado Hospital District in Springfield, and Spanish Peaks Regional Health Center in Walsenburg) to improve the quality of care throughout the region.
Presentation and discussion	N/A - Call	Statewide LPHAs- directors of local health agencies to discuss HTP	Discussed HTP and Community and Health Neighborhood Engagement process
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Presentation and discussion	Denver	RAE Region 5 Governing Council	Discussed HTP
Presentation and discussion	Alamosa	San Luis Valley Health Hospital and community organizations	Discussed HTP
Presentation and discussion	Denver	RAE Region 3 Governing Council	Discussed HTP
Presentation	N/A - call	Colorado Center on Law and Policy leadership	Discussed HTP
Presentation and discussion	Eastern CO	Perspectives in Rural HealthCare Conference	Discussed HTP
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Meeting	The Department Office	CHASE Board, Department staff, and external stakeholders	



## September 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	Denver	Colorado Children's Campaign	Discussed HTP; Colorado Children's Campaign is a nonprofit, nonpartisan advocacy organization committed to advocating for the development and implementation of data-driven public policies that improve child well-being in health, education and early childhood.
Presentation, discussion, and brainstorming	Craig Memorial Regional Hospital	Moffatt County community	Discussed HTP
Presentation and discussion	Hugo- Lincoln Community Hospital	Lincoln County community	Discussed HTP
Presentation and discussion	The Department	Accountable Care Collaborative Program Improvement Advisory Committee, The Health Impact On Lives: Health Improvement Subcommittee	Discussed HTP
Presentation, discussion, and brainstorming	St. Mary's Hospital	Grand Junction Western Slope community	Discussed HTP
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	

## October 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly meetings on Tuesdays beginning 10/23/18	N/A - webinar	HTP Quality Measure Workgroup	This is a group of Subject Matter Experts (SME) delegated by the Hospital Workgroup representatives to refine the measures lists for the HTP
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	The Department Office	CHASE Board, Department staff, and external stakeholders	

## November 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Presentation, discussion, and brainstorming	Lincoln Community Hospital	Eastern Plains Healthcare Consortium	Kick-off for community engagement meetings, discussed HTP and the CHNE process
CHNE meeting (two in the month of November for this hospital)	N/A - call	Melissa Memorial Hospital	Kick-off for community engagement meetings, discussed HTP and CHNE process
CHNE meeting	N/A - call	Middle Park Community	Kick-off for community engagement meetings, discussed HTP and CHNE process
Presentation, discussion, and brainstorming	Pueblo	BridgeCare and RAE Region 4	Kick-off for community engagement meetings, discussed HTP and CHNE process
Presentation, discussion, and brainstorming	Colorado Springs	El Paso Public Health	Kick-off for community engagement meetings, discussed HTP and CHNE process
Presentation, discussion, and brainstorming	Internal meeting- the Department	HCPF Healthy Communities team	Discussed HTP and Community Engagement and how the healthy communities teams can be aware and contribute
Meeting	Denver	Colorado Community Health Alliance (CCHA) RAE for Region 6 and 7	Discussed HTP
Presentation and Discussion	Colorado Center for Law and Policy	Health Advocates Alliance	Discussed HTP and CHNE joint presentation with Nancy Dolson
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting	CHA webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly meetings	N/A - webinar	HTP General Quality Measure Workgroup	
Meeting	The Department office	CHASE Board, Department staff, and external stakeholders	

## December 2018

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting	The Department office	CHASE Board, Department staff, and external stakeholders	
Weekly meetings	N/A - webinar	HTP General Quality Measure Workgroup	

## January 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Weekly meetings	N/A webinar	HTP General Quality Measure Workgroup	
Meeting	The Department office	CHASE Board, Department staff, and external stakeholders	
Weekly meetings beginning 1/15/19	N/A - webinar	HTP Pediatric Quality Measure Workgroup	
CHNE meeting	N/A- conference call	Community partners working with East Morgan County Hospital	Participated in East Morgan County Hospital's CHNE Community Engagement meeting to give input and assist in how the community will implement HTP

## February 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Weekly meetings	N/A - webinar	HTP Quality Measure Workgroup	

Activity	Location	Participants and Group/Audience Engaged	Notes
CHNE meeting	N/A- conference call	Community partners working with Logan County Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Yuma District Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting (two in the month of February)	N/A- conference call	Community partners working with Colorado Plains Medical Center	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	The Department office	CHASE Board, Department staff, and external stakeholders	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Weekly meetings	N/A - webinar	HTP Pediatric Quality Measure Workgroup	

### March 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A - webinar	HTP Rural Hospital Workgroup	
Meeting	N/A- call	The Department HTP team and CMS	Meeting took place between the Department HTP Team and CMS to discuss the HTP and answer CMS questions on 1115 waiver
Bi-monthly	N/A-		
E-newsletter	The Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	In March, the Department began sending bi-monthly, electronic newsletters to give internal and external stakeholders updates on the HTP	
Meeting	CHA- webinar	HTP Urban Hospital Workgroup	
Weekly meetings	N/A - webinar	HTP Quality Measure Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Weekly meetings	N/A - webinar	HTP Pediatric Quality Measure Workgroup	

Activity	Location	Participants and Group/Audience Engaged	Notes
CHNE meeting	Denver	CCHN Greater Metro Area Hospitals	Attended CHNE community engagement meeting, discussed HTP and CHNE process.
CHNE meeting (three in the month of March)	N/A- conference call	Community partners working with Mercy Regional Medical Center	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with East Morgan County Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Colorado Plains Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Middle Park Medical Center	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with El Paso County Public Health	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Montrose Memorial Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Melissa Memorial Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Rio Blanco County/Health Partnerships	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	N/A - conference call	State-wide quarterly Regional Emergency Medical and Trauma Services (RETAC)	Participated in the state-wide quarterly RETACs meeting to discuss HTP
Meeting	N/A - conference call	St. Vincent Hospital on-boarding call	St. Vincent Hospital in Leadville was late to opt-in to the HTP. Haynes walked leadership through CHNE process/upcoming deadlines and provided general education about program

## April 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A - webinar	HTP combined Rural and Urban Hospital Workgroup	
Bi-monthly	N/A- E-newsletter	The Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Meeting	The Department office	CHASE Board, Department staff, and external stakeholders	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Weekly meetings on Mondays	The Department office	HCPF staff	The Department staff met to discuss Prometheus tool;
Meeting	The Department office	CHASE Board, Department staff, and external stakeholders	
Meeting	N/A- conference call	The Department HTP team and CMS	Meeting took place between the Department HTP team and CMS to discuss the HTP and answer CMS questions on 1115 waiver
CHNE meeting	N/A- conference call	Community partners working with Melissa Memorial Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	Denver	The Department staff and National Jewish Health staff	Participated in meeting to give input and assist in how the community will implement HTP
Meeting	Denver	The Department staff and Office of Behavioral Health staff	Participated in meeting to give input and assist in how the community will implement HTP
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey	Meeting to discuss HTP financing
CHNE meeting	N/A- conference call	Community partners working with Yuma County Coalition	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP

## May 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Meeting (every other week in month of May)	N/A - webinar	The Department staff, external stakeholders, and hospitals/hospital leadership	Prometheus Office Hours
Bi-monthly	N/A- E-newsletter	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Weekly meetings on Mondays	The Department office	Department staff	The Department staff met to discuss Prometheus tool;
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey	Meeting to discuss HTP financing
CHNE meeting (2x in May)	N/A- conference call	Community partners working with Rio Blanco Navigation Network	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Southwest Health System	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Valley View Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Healthy Housing Coalition	Meeting to discuss the CHNE process taking place across the state
CHNE meeting	N/A- conference call	Community partners working with Western Healthcare Alliance	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	N/A- conference call	The Department HTP team and CMS	Meeting took place between the Department HTP team and CMS to discuss the HTP and answer CMS questions on 1115 waiver

## June 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Meeting (every other week in month of June)	N/A - webinar	The Department staff, external stakeholders, and hospitals/hospital leadership	Prometheus Office Hours
Bi-monthly	N/A- E-newsletter	The Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric + Quality Measure Workgroup	
Weekly meetings on Mondays	The Department office	Department staff	Department staff met to discuss Prometheus tool;
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting	N/A- conference call	The Department HTP team and CMS	Meeting took place between the Department HTP team and CMS to discuss the HTP and answer CMS questions on 1115 waiver
CHNE meeting	N/A- conference call	Community partners working with Southeast Colorado Hospital District	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Montrose Memorial Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Western Healthcare Alliance	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Colorado Plains Medical Center	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	Denver	Department and CDPHE staff	Meeting to discuss the CHNE process taking place across the state
CHNE meeting (5x in the month of June)	N/A- conference call	Community partners working with Vail Health	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP



Activity	Location	Participants and Group/Audience Engaged	Notes
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey and PCG	Meeting to discuss HTP financing and program operations

## July 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Meeting	N/A - webinar	Department staff, external stakeholders and hospitals/hospital leadership	Prometheus Office Hours
Bi-monthly	N/A- E-newsletter	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Weekly meetings on Mondays	The Department office	Department staff	Department staff met to discuss Prometheus tool;
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey and PCG	Meeting to discuss HTP financing and program operations
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting	Denver	Banner Health and community partners	Day-long HTP focus group meeting
Meeting	The Department office or via conference call	Department staff	Meeting to discuss Hospital Index Measure for HTP
Meeting	The Department office	Department staff and Roman Ayele	Meeting to discuss Midpoint Report analysis
CHNE meeting	The Department office	Department staff and Colorado Health Evaluation Collaborative (CHEC)	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Western Healthcare Alliance	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with West Mountain Regional Health Alliance	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP

Activity	Location	Participants and Group/Audience Engaged	Notes
CHNE meeting (2x in month of July)	N/A- conference call	Hospital staff and community partners working with Montrose Memorial Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Yuma Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	CHA office	The Department and CHA staff	Meeting to lay out details of program development
Meeting (weekly in July)	N/A- conference call	Department staff and consultants PCG	Meeting to discuss specifics of CHNE Final Report

## August 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Bi-monthly	N/A- E-newsletter	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Weekly meetings on Mondays	The Department office	Department staff	Department staff met to discuss Prometheus tool;
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey and PCG	Meeting to discuss HTP financing and program operations
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting (2x in August)	N/A - webinar	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	Virtual office hours to discuss Final Report
Meeting	CHA office	The Department and CHA staff	Meeting to lay out details of program development
Meeting	The Department office	Department staff	Meeting to discuss details of HTP Measures
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Banner Health	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP

Activity	Location	Participants and Group/Audience Engaged	Notes
CHNE meeting	N/A- conference call	Hospital staff and community partners working with SCL Health	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	Denver	Department staff and community partners working with Center for Health Progress	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Behavioral Health and Substance Use Measures Meeting	The Department office	Department staff and hospital and RAE subject matter experts	Meeting to finalize the Behavioral Health (BH) and Substance Use Disorder (SUD) measures for the HTP
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Rio Blanco Navigation Network	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with Colorado Association of Healthcare Access Management	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Community partners working with iCare	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	Denver	Department staff and Center for Health Progress staff	Meeting to discuss HTP program operations

## September 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Bi-monthly	N/A- E-newsletter	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Weekly meetings on Mondays	The Department office	Department staff	Department staff met to discuss Prometheus tool;
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey and PCG	Meeting to discuss HTP financing and program operations
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA office	Colorado Hospital Association	Meeting to discuss program development for HTP
Meeting	N/A- conference call	UCHealth	Meeting with UCHealth leadership to discuss their environmental scan
Meeting	Denver	Centura Health	Meeting with Centura Health to discuss HTP program operations
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Pagosa Springs Medical Center	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Middle Park Medical Center	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Montrose Memorial Health	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Department staff and Office of eHealth Innovation working with HITECH transition	Participated in CHNE Community Engagement meeting to discuss how the data community can give input and assist with HTP data and measures
CHNE meeting	N/A- conference call	Hospital staff and community partners working with South Denver Care Continuum	Participated in CHNE Community Engagement meeting to give an overview and have discussion on HTP
Meeting	Denver	Kids Leadership	Progress update and discussion on HTP and HQIP measures focused on maternal health and pediatric care
Presentation and discussion	Colorado Hospital Association annual conference	Conference attendees	General session presentation with CHA on HTP and data. Interacted with and educated various stakeholders at conference on upcoming HTP; engaged with community members to get feedback on HTP.
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Yuma Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	N/A- conference call	SCL Health	Topic: residency clinic discussion

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	Denver	Community Advisory Council	This group was formed at the request of the CHASE Board to ensure those representing consumers have an active voice in the HTP development process
Meeting	N/A- conference call	Staff from Brighton Housing Authority	Discussed HTP and how to address social determinants of health, and potential opportunities for engagement with hospitals with HTP.
Presentation and discussion	Colorado Health Care Association conference	Conference attendees	Presentation: “Delivering Quality and Maximizing Your Pay for Performance”
Meeting	Denver	Roman Ayele, PhD, MPH, Qualitative Methodologist at University of Colorado	Ayele is analyzing data from HTP participant Midpoint Reports

## October 2019

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Bi-monthly	N/A- E-newsletter	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Weekly meetings on Mondays	The Department office	Department staff	Department staff met to discuss Prometheus tool;
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey and PCG	Meeting to discuss HTP financing and program operations
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	
Meeting	Denver	Community Advisory Council	Meeting to ensure consumers have an active voice in the HTP development process
Presentation and discussion	Colorado Rural Health Conference	Conference attendees	Interacted with and educated various stakeholders at conference on upcoming HTP with focus on rural hospitals and communities; engaged with community members to get feedback on HTP.

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	N/A- conference call	Staff from Rocky Mountain Health Plans and QHN	Met to discuss RMHP SDoH screening and data flows with the HIW QHN
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Yuma Hospital	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
Meeting	N/A- conference call	Centura Health	Meeting with Centura Health to discuss HTP program operations
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Centura Health	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP
CHNE meeting	N/A- conference call	Hospital staff and community partners working with Community Care Alliance	Participated in CHNE Community Engagement meeting to give input and assist in how the community will implement HTP

**November 2019 (through beginning of public comment period on November 10, 2019)**

Activity	Location	Participants and Group/Audience Engaged	Notes
Meeting	CHA- webinar	HTP combined Rural and Urban Hospital Workgroup	
Bi-monthly	N/A- E-newsletter	Department staff, CHA staff, external stakeholders, and hospitals/hospital leadership	
Weekly meetings	N/A - webinar	HTP combined Pediatric and Quality Measure Workgroup	
Weekly meetings on Mondays	The Department office	Department staff	Department staff met to discuss Prometheus tool
Weekly meetings on Tuesdays	N/A- conference call	Department staff and consultants from Sellers Dorsey and PCG	Meeting to discuss HTP financing and program operations
Weekly Meetings	The Department office or via conference call	Colorado Hospital Association	