Colorado Hospital Association

Impacting Rural Hospitals
Colorado Hospital Association

**Mission**
Support members’ collaborative commitment to advance the health of their communities through affordable, accessible, high-quality health care

**Vision**
Members succeeding in achieving optimal health care value in their communities

**Priorities**
Leadership, Unity, Learning
Solving structural problems requires vision and strategy that originates with high-performing, engaged governance.
CHA Mission
Support members through collaborative commitment to advance the health of their communities through affordable, accessible, high-quality health care

Rural Health Vision
Value-driven systems, increased capacity, and innovative payment structures that optimize health and strengthen rural communities

2020 – 2022 CHA Rural Strategy

Leverage Data to Inform System Development and Interventions
- Develop outmigration and financial dashboards for rural hospitals
- Analyze and report on care migration and community health needs
- Develop baseline capacity dataset for rural organizations and communities
- Partner with academic institutions to conduct community health engagement surveys in four rural Colorado communities

Increase Leadership and Workforce Capacity
Governance Capacity
- Access to case-based learning
- Trustee Recognition and Accountability Program
Administrative Leadership Capacity
- Academic partnerships
- Two-year Rural leadership fellowship
- Certification-based training
- Access to case-based learning
Clinical/Technical Workforce Capacity
- Access to rural Baldrige framework

Improve Access to Excellent and Holistic Care
- Introduce annual education program that prepares rural organizations and communities to recruit and retain high-quality primary care providers
- Initiate annual “fly-in” recruitment weekends to recruit clusters of primary care providers
- Develop statewide “air transportation highway” to increase access to specialty care for rural Coloradans

Strengthen Partnerships and Collaborations
- Design private insurance framework to encourage value-based insurance design
- Collaborate with stakeholders to decrease redundancy and improve value
- Lead annual innovation trips to encourage collaboration and strategic alliances and foster innovation in healthcare delivery transformation
#HEART4HEROES

100+ Flights

2,280 Boxes of Personal Protective Equipment (PPE)

Received by 65 Colorado Rural/Safety Net Providers and First Responders

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32 Rural Colorado hospitals have received PPE
Combined Hospital Transfer Center

1. Region/hospital capacity exceeded
2. Combined Hospital Transfer Center (CHTC) activated
3. CHTC assigns patients to a receiving facility
4. Bridges sending and receiving facilities' transfer centers
• Utilize Angel Flight West and telehealth technology to expand access to specialty care (including behavioral health) for patients with all payer types in rural areas
• Partners: Angel Flight West, urban specialists, rural hospitals, The Colorado Health Foundation, and others
CHA Providing Value: Staffing

Catherine Jiminez, MD  Katie Rose-Borcherding, DO  Daniel Frantz, DO
A partnership between CHA and the Farley Health Policy Center, and the CU School of Medicine

Funded by ZOMA Foundation and CPSI

Endorsed and distributed nationally by AHA, NRHA, and CPSI
CHA Providing Value: Capacity Assessments

Capacity assessments for CHA rural member hospitals

Partners: EPHC

Funders: Caring 4 Colorado Foundation and ZOMA Foundation

Rural Health Care Delivery System Capacity Assessment

Clinical Care
Health Outcomes and Performance Improvement, Access to Care

Leadership
Board Administration Clinical

Community Engagement
CHNA, PFAC, SDOH, Collaboration

Emergency Preparedness and Readiness
Response Coordination, Continuity, Medical Surge

Financial Health
FDI, VBC Readiness

Community
Engagement

CHNA, PFAC, SDOH, Collaboration

Emergency
Preparedness and
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Response Coordination, Continuity, Medical Surge

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CHA Providing Value: Scholarships

Increasing rural administrative leadership capacity through establishment of health transformation cohort in partnership with premier academic institutions
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Navigating the vaccine mandate
The Hospital Transformation Program (HTP), a value-based care initiative in Colorado, ties some Medicaid supplemental payments to hospitals’ ability to hit performance targets.
The Hospital Quality Improvement Collaborative (HQIC) is a Center for Medicare & Medicaid Services (CMS) funded, project to partner with hospitals across the US in rural, critical access, and urban settings that provide care for vulnerable populations. HQIC is a four-year project to improve outcomes in several patient safety-related areas.
The **provider fee** is assessed on hospitals by the State of Colorado. The resulting revenue is then used to draw a dollar-for-dollar federal match that is used to cover the uninsured by expanding eligibility for Medicaid. It disproportionately benefits rural hospitals.
More affordable, faster internet access for rural hospitals across Colorado
“Rural Health Care Leadership Conundrum: The Burnout of a Good Doctor.”
CHA Providing Value

CHA COVID-19 Regulatory Resources
HRSA COVID-19 Uninsured Program
Payment for Transfers
Support with State Quality Improvement Programs
Supporting the Health Care Workforce
CHA: A New Strategy in a New Environment

Environmental Drivers
- COVID as endemic
- Workforce shortages
- Behavioral Health
- Focus on Affordability
- Rural financial sustainability
- Shift in hospital services and health care delivery
- Strong political dynamics
- Regulatory overload
- Insurer practices
- Growth and competition

Environmental Drivers

Core
- Strong Leadership
- Advocacy

Annual Priorities
- Legislative Priorities:
  - Workforce
  - Regulatory relief
  - Invest in what works
- Financial policy & regulatory priorities:
  - Public option
  - APMs
  - Affordability
- Emergency Preparedness

Active Member Engagement
- Thought Leadership
  - Workforce solutions
  - Future of health care
- Rural Focus
- System Leader Engagement

Tools and Resources for Today and Tomorrow
- Clinical excellence
- Data analytics
- Redesigned education and knowledge sharing
- Business services and products
- Leadership and governance development
Anti-Doxxing: Protect health care workers from threats, intimidation, and harassment that causes irreparable harm.

Workforce Support: Comprehensive workforce package with short, medium and long-term policy and funding proposals focused on crisis response as well as recruitment and retention today and tomorrow.

Labor Peace Act: Ensure Colorado maintains its balanced approach on labor issues that has held for nearly 80 years.
**Surprise Billing:** Align state and federal requirements by focusing on simplifying administration, addressing shortfalls in existing state law, and ensuring consumers benefit from cost savings.

**Crisis Behavioral Health:** Colorado should not increase regulations on behavioral health care provided in emergency departments and instead of invest in what works.

**Prevent Additional Regulations through Budget Process:** Ensure budget process is not used as a tool to enact additional regulatory requirements on hospitals, such as through mandatory reporting or payment models.
Fulfill Promise of Coverage: Expand outreach and enrollment efforts for individuals who are eligible for subsidized health coverage but are not currently enrolled.

Incentivize Vaccination: Marginalized communities – including many with Medicaid coverage – continue to have lower rates of vaccination, and the state should increase opportunity and outreach to these populations.

Fund Behavioral Health Community Treatment: Invest funds allocated to behavioral health (SB 21-137) in solutions that work, specifically community-based treatment.
Colorado has a unique opportunity to leverage the infusion of federal resources to address both longstanding issues within the health care system and the impacts of the COVID-19 pandemic.

Colorado should work to provide additional behavioral health supports for health care workers who continue to care for us.

Colorado should align hospital reporting and community engagement requirements to reduce duplication, support multi-sector collaboration, and better use limited resources.
The Road Ahead

2022 CHA Rural Health and Hospitals Conference

March 3-4
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