

Colorado's Delivery System and Payment Reform working group represents an alliance of organizations focused on transforming the way health care is delivered and paid for in Colorado. We use the power of data and measurement, convening and expertise, alignment and shared purpose to accelerate efforts to improve the care and health of Coloradans while controlling costs.

Accelerating the Triple Aim in Colorado

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Better Health
For Our Population

2

Better Health Care
For Individuals

3

Lower Costs
For All

2015 Initiatives

Care Transitions

Issue:

Improving patients' transitions between care settings will improve patient experience, reduce service duplication and lower costs.

Goal:

Enhance coordination and communication among providers and care settings to improve performance on key metrics by 20% by 2020.



Emergency Department
Utilization

Issue:

Receiving care in appropriate settings leads to better health for individuals and lower costs for all.

Goal:

Reduce avoidable ED volume by 10% by 2020.



Integrated and
Coordinated Primary Care

Issue:

Overall health will be improved by providing access to integrated primary care and behavioral health services.

Goal:

80% of Coloradans will have access to integrated physical and behavioral care by 2020.



Building Blocks

Connections to Community

Goal:

Strengthen the connection between the health care delivery system and community based health and social support services.

Practice Transformation

Goal:

Enable health care providers to deliver evidence-based, coordinated care supported by payment systems that reward positive health outcomes.

Patient Engagement

Goal:

Engage individuals to develop and participate in an improved health system.

Transparency and
Reporting

Goal:

Provide access to accurate and comparable information on health outcomes, health care quality and costs so Coloradans can make informed decisions.

Health Information
Technology and
Exchange

Goal:

Develop information technologies to improve access to data, decision support and health outcomes.

Workforce

Goal:

Ensure ready access to health care providers delivering the highest level and quality of care supported by their training and license.

Payment
Reform

Goal:

Accelerate momentum to payment systems that reward better health and improved patient experience while controlling costs.

Policy and
Regulatory Changes

Goal:

Build a policy environment that enables delivery system and payment reforms that create better health and better value for all Coloradans.

Key Partners working group will hold the state accountable for meeting these goals and accelerating progress toward the Triple Aim

- Colorado Health Foundation
- Colorado Health Institute
- Center for Improving Value in Health Care
- Colorado Department of Public Health and Environment
- Colorado Regional Health Information Organization

- Colorado Department of Health Care Policy and Financing
- Colorado Coalition for the Medically Underserved
- Colorado Business Group on Health
- Quality Health Network
- Health Teamworks

Building Block Goals and Strategies

Connections to Community

Goal: Strengthen the connection between the health care delivery system and community-based health and social support services.

Strategies:

- Engage health care providers and community-based health and social support services to build relationships and increase referrals and care coordination for individuals.
- Involve all sectors of the community, including employers and other civic infrastructure organizations, to develop innovative models and programs for their community.
- Align clinical services with community-based health improvement goals and efforts.

Practice Transformation

Goal: Enable health care providers to deliver evidence-based, coordinated care supported by payment systems that reward positive health outcomes.

Strategies:

- Engage providers and connect practices with resources that enable them to improve the flow and use of health data and improve quality of care.
- Develop team-based care process and culture and re-engineer workflow within practices.
- Build financial and administrative infrastructure necessary to succeed in new delivery and payment models.

Patient Engagement

Goal: Engage individuals to develop and participate in an improved health system.

Strategies:

- Engage patients in the design of programs targeted to improve health.
- Ensure individuals have tools and resources to choose and use their health coverage effectively and be wise consumers of health care services.
- Promote patient activation and use of information to strengthen their engagement with their health care providers and in the management of their own health.

Transparency and Reporting

Goal: Provide access to accurate and comparable information on health outcomes, health care quality and costs so Coloradans can make informed decisions.

Strategies:

- Improve consumer and employer interest and literacy about what questions to ask, where to look, and how to compare services and providers.
- Develop transparency and reporting tools that will convert complex data into information that is timely, credible, easily understood and can be shared.
- Ensure patients have access to their health data in multiple electronic modes.
- Ensure that all stakeholders have the evidence-based information and systems needed to identify Coloradans at risk for poor health or high service utilization so that appropriate prevention and interventions can be delivered.

Workforce

Goal: Ensure ready access to health care providers delivering the highest level and quality of care supported by their training and license.

Strategies:

- Build and amass data and literature to clearly identify health workforce needs
- Increase education and training opportunities that develop skills and capacities to deliver team-based care
- Maximize the use of technology to expand access to services for rural and underserved Coloradans.
- Identify and create appropriate training for new members of the health care team including such roles as patient navigators, care coordinators, and community health workers.

Health Information Technology and Exchange

Goal: Develop information technologies to improve access to data, decision support, and health outcomes.

Strategies:

- Develop, deploy, and enhance technologies pursuant to accepted standards to help improve: identity of providers and patients, data input, collection, transmission, normalization, and aggregations.
- Provide actionable data and shared data systems to enhance the ability of key stakeholders to improve health and healthcare outcomes.
- Promote reporting data extraction standards and reporting standards to provide accurate and useable data for patients, providers, payers, communities and the state to establish benchmarks on quality and costs of care and inform real-time decision making.
- Promote affordable and interoperable technology solutions such that technology solutions can be shared among disparate platforms.

Payment Reform

Goal: Accelerate momentum to payment systems that reward better health, improved patient experience while controlling costs.

Strategies:

- Broaden access to the data necessary to develop and succeed in new payment models.
- Engage purchasers (both employers and consumers) to understand costs and cost drivers.
- Demand new payment models to drive competition on quality and reduce unwarranted clinical variation.
- Implement market and regulatory mechanisms that will foster adoption of new payment models.
- Promote common measures and shared data among payers to enable aligned payment approaches.

Policy/Regulatory Change

Goal: Build a policy environment that enables delivery system and payment reforms that create better health and better value for all Coloradans.

Strategies:

- Advocate for policy changes that will eliminate barriers and support achievement of delivery system and payment reform goals.
- Inform and collaborate with the Colorado Commission on Affordable Health Care to develop policy changes that support better health, better health care and lower costs.

Delivery System and Payment Reform Work Group

Accelerating the Triple Aim through Collective Impact



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Media Contact:

[Taryn Fort](#), 303-953-3666

Foundation Makes 10-Year Commitment to Accelerating the “Triple Aim” through a State-wide Collective Impact Initiative

DENVER – The Colorado Health Foundation announced its support of a ten-year commitment to a community-level collaborative approach to address health care costs through delivery system and payment reform. The approach involves a shared commitment among partners to the same goals and outcomes and a commitment to align their work in order to achieve the greatest collective success.

This framework is commonly known as [collective impact](#) and often involves a centralized infrastructure with a backbone organization steering the work, dedicated staff and a process designed to produce common goals, shared measurement, coordinated and ongoing communication, and mutual reinforcement among partner activities.

In this case, the delivery system and payment reform initiative will focus on accelerating the “Triple Aim” of health care: better health for our population, better care for individuals and lower costs for all. The current effort is working to align delivery system changes and payment reform efforts to achieve these goals.

“The continual growth of health care costs threatens not only the future of our health care system but of our economy and prosperity here in Colorado,” said Dr. Don Murphy, Medical Director of Medicare Services at Colorado Access and incoming board chair at the Colorado Health Foundation. “While each of the partner organizations within this initiative is carving out an individual role, it is clear that together we will be able to make the lasting, system-wide transformations needed to achieve better stewardship in health care.”

For the past several years, the Foundation has been investing in organizations whose work is focused on transforming the health care system to achieve improved quality of care, improved value and improved access for all Coloradans.

In 2013, the Foundation adopted a key strategy within its *Health Coverage* outcome area that will [address health care costs and affordability to ensure coverage expansions are sustained over time](#). The Foundation also responded to many long-time partners, grantees and other stakeholders involved or interested in a shared approach to

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reducing health care costs through transforming the way health care is delivered and paid for in Colorado. Through interviews, research and multiple convenings, stakeholders agreed to adopt a collective impact approach. In July 2014, the Foundation's board approved a 10-year commitment to using a collective approach to delivery system and payment reform.

The commitment includes multi-year grantmaking opportunities based on a work plan developed by the initiative's steering committee. Keys to the success of the initiative include ongoing engagement with additional stakeholders that have focused work and an expanding group of funders with aligned interests.

"We share a belief held within philanthropy that working together helps us all achieve more," said Anne Warhover, president and CEO of the Colorado Health Foundation. "We do this through investments that provide opportunity for communities and sectors to collaborate, and we also want to explore deeper partnerships that address large-scale social changes. Supporting a collective impact framework will bring together the organizations who want to move the needle in reducing health care costs across Colorado."

The initiative involves a work group of Foundation grantees and leaders across the state, including the Center for Improving Value in Health Care, Colorado Business Group on Health, Colorado Coalition for the Medically Underserved, Colorado Health Institute, Colorado Regional Health Information Organization (CORHIO), HealthTeamworks, Quality Health Network, Colorado Department of Public Health and Environment, Colorado Department of Health Care Policy and Financing and others.

In 2015, the work group will receive funding to continue the planning process, bring on additional stakeholders and begin to organize their work to transform Colorado's health care delivery and payment systems.

[Sign up to receive regular updates from the Colorado Health Foundation.](#)

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About the Colorado Health Foundation

The Colorado Health Foundation works to make Colorado the healthiest state in the nation by ensuring that all Colorado kids are fit and healthy and that all Coloradans achieve stable, affordable and adequate health coverage to improve their health with support from a network of primary health care and community services. To advance our mission, the Foundation engages the community through grantmaking, public policy, investing in evaluation, private sector partnerships and strategic communications. For

more information, please visit www.ColoradoHealth.org.

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501 S. Cherry Street, Suite 1100 · Denver CO 80246-1325 · 303.953.3600 · 877.225.0839