

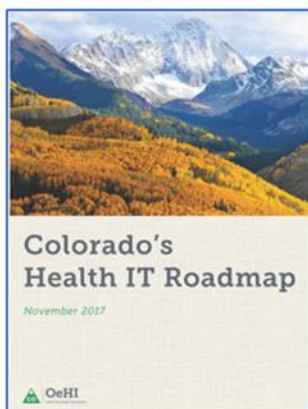
State of Colorado



Consumer Health Engagement Project Discover Phase

Final Report Appendices A through E

A Colorado Health IT
Roadmap Initiative



Prepared by

Mosaica Partners

June 27, 2019



Final Report Appendices

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Appendix A

Consumer Interview Summary Report



OeHI

Office of eHealth Innovation



MOSAICA
PARTNERSSM

Transforming Communities and Organizations Into Healthcare LeadersSM

Colorado Consumer Health Engagement Project

Summary of Key Stakeholder Interviews

Prepared by:

Mosaica Partners, LLC

January 15, 2019

Interview Summary Contents

- Purpose of Interviews
- Interview Participants
- Interview Process
- Key subject areas addressed in the interviews
- What are the Needs
- What's Missing
- What are the Barriers
- Interviewee Suggestions
- Considerations and Summary

PURPOSE OF INTERVIEWS

Purpose of Interviews

The purpose of the interviews was to gain insight into and understanding of stakeholder perspectives on:

- The availability of consumer health information tools and services to Coloradans today.
- The kinds of health information tools and services Coloradans would like available to help them be more knowledgeable, proactive, and engaged in their health and well-being.
- The issues and barriers to access to health information.
- Receive suggestions/ideas to help address the barriers.

INTERVIEW PARTICIPANTS

Twenty-two key stakeholders, representing a wide range of organizations throughout Colorado, were interviewed.

Cara Beatty

SCL Health Medical Group front range

Ashlie Brown

Regional Health Connector Director

Ben Bynum

CO Health Foundation

Gary Drews,

9Health

Ana English

CIVHC

Adella Flores-Brennan

Colorado Consumer Health Initiative

Jason Greer

Colorado Community Managed Care Network

Evon Holladay

Consumer and Innovator

Rachel Jacobson

Pyx Health

Mary Anne Leach

Former OeHI

Michele Lueck

Colorado Health Institute

Donna Lynne

Lt. Gov, State of Colorado

Paul Marola

CORHIO

Michelle Mills

Colorado Rural Health Center

Kevin Patterson

Connect for Health Colorado

Alonzo Payne

RAE 4

Bob Smith

Colorado Business Group on Health

Leah Spielberg

Health Care Policy and Financing

Antoinette Taranto

Health Care Policy and Financing

John "Fred" Thomas

Project ECHO, Children's Hospital

Justin Wheeler MD

Clinica Family Health

Cindy Wilbur

QHN

INTERVIEW PROCESS

Interview Process

- All interviews were conducted by Laura Kolkman, President, Mosaica Partners.
- The interviews were conducted in a semi-structured manner with specific questions, however, the interviewer focused on the areas and questions that seemed most important/relevant to each interviewee.
- The interviews are considered confidential in that no attributable remarks are shared without the interviewee's permission.
- Each interview was followed up with an email from the interviewer with contact information and encouraging the interviewee to share additional information, if desired.

KEY SUBJECT AREAS

The interviews focused on four key areas

Thinking about the information tools and services you need to help you be more knowledgeable about, proactive, and engaged in your health and well-being...

- What's Needed
 - What information tools and services do consumers need to be engaged and empowered in their Health and Health care decisions?
- What's missing
 - What is the current level of availability of needed information tools and services in Colorado?
 - What's missing?
- Issues / Barriers
 - What's holding Colorado back from making the needed information tools and services broadly available to all Coloradans?
- Suggestions
 - What suggestions do you have to address the barriers?

NEEDS IDENTIFIED

A wide variety of needs were expressed by the interviewees

Person-centric

- Help me handle my life events:
 - What's changed?
 - What needs to be changed?
 - How do I make the changes in ways that don't overwhelm me?
 - Who's going to support me?
- The information and tools should engage the family as the center of a care team.
- What are MY goals and how can I best achieve them?
- People are looking for a relationship as well as information.

Easy / Simple to access

- Make finding information more “intuitive”.
- Help with understanding where to begin a search.
- Would like the information to be easy to access and understand.
- Decision tree-like guidance whether it's for insurance, providers, or other health-related subjects.

Relevant

- Timely and immediate so that I can what I need when I need to find it.
- Find out what's accessible to me – e.g. in my location, with my payer, etc.
- Specific to what my needs are – ask me.

Transparent

- More transparency on the costs of health-related services.
- Understand what the quality ratings REALLY mean.
- Relate cost and quality ratings by provider or services so they have meaning to the consumer.

Understandable

- In language that can be understood by those who aren't health or healthcare professionals.
- An advocate to help me navigate the tools and understand the information as it pertains to me.

WHAT IS MISSING

Interviewees identified key elements missing in their search for health information

Person Focused/Friendly

- Consumer-friendly data not widely available or known about.
- Lots of issues involved in making informed choices, but don't really understand the impact of specific choices.
- It's hard to even find what I need, much less make a good decision.
- Lack of true "shopping experience" with meaningful consumer ratings, comparisons, and actual CHOICE.

Cost/Quality Information

- Unable to know the cost BEFORE taking action. It's like going to the gas pump, filling up my tank and finding out it costs \$200.
- No single place to go for cost/quality information.
- Specific quality information not generally available and when it is, the context is often missing.

Trust

- Difficult to know if the information is trustworthy and correct.

Incentives to use

- There are few, if any incentives to be pro-active e.g. I track my glucose levels and bring them to my provider who sets them aside and just orders a HgA1C.
- No or inconsistent incentives to make the effort to do the search to find better information.
- Lack of sustainability proposition for consumer-friendly sites. Who pays?

Transparency

- There's a wide disparity in available cost and quality information.
- Costs seem arbitrary and quality information is inconsistent, making it hard to make informed choices.
- Cost does not correlate with quality

BARRIERS IDENTIFIED

Several barriers are preventing effective consumer use of health information tools

Confusing and complex

- Lot of information “out there”, but difficult to even know what exists.
- Consumers don’t know where to start to look for information.
- Consumers don’t know “language of health” (or health care) to use for searching.
- Consumer frustration. Even if consumers try to “shop around”, they are limited by their insurance plan network of what is available/covered.

Information is Fragmented

- Can’t see all information in one place. Too many portals to use for me to fully understand.
- Tools have missing data. Always need some kind of manual input.
- Tools have limited value if implemented on top of non-integrated health information.
- Medical and personal records are spread across multiple systems and not integrated.
- If I change payers or go to a different health care system, my information becomes unavailable.

Lack of incentives and funding

- Consumers are not reimbursed for acquiring/using most tools – nor for achieving positive results.
- No sustainable funding for integrated health and wellness tools relevant to the whole person.

Lack Person-centricity

- Information is not delivered in a compelling way.
- A person’s frame of reference affects how information tools/services may or may not be used.
- Technology isn’t the overall answer.

Several barriers are preventing effective consumer use of health information tools

Generalizations / Lack of Relevancy

- Many sites just provide general information on a topic and its left to the consumer to determine relevancy.
- Some tools are very specific, but don't provide relevancy across resources a consumer may locate.
- Tools leave it to the consumer to consolidate the information – and apply to their personal situation.

Misaligned Incentives

- Except in some specific cases consumers aren't incented to put the effort into finding (and using) information about their health.
- Health systems are incented to keep “patients” within their system and may be unwilling to share information with consumer focused tools.
- Lack of financial incentives for prevention for consumers – and providers. No current ROI.

Opaqueness of health and payer systems

- There is a sense of “secrecy” about the health care and health payer systems. Providers and payers may not want to be “challenged” by an informed consumer.
- No clear common method of setting or tracking costs (e.g. charges) either within a health system or across systems.
- Huge variations of what is covered across payers – even for same procedure.
- Consumers generally don't understand the “language of health care” or “health insurance”.
- Even if consumers could get cost and quality information, choices are limited by the payer “network”.

INTERVIEWEE SUGGESTIONS

Interviewees provided a wide range of suggestions across a broad spectrum

Make it person-centric

- Don't just rely on technology to convey the information. People need relationships with humans.
- Provide information that is relevant to a person's social and peer groups. Meet people where they are.
- Provide tools that can integrate all of a person's information (as appropriate) to provide them context.
- Use the mode(s) most convenient for the person.
- Make easy and "quick" to get information (e.g. world of instant gratification).
- Make it simple and easy to use.
- Pay attention to culture and relationships.
- Help consumers understand the meaning of the information TO THEM.
- Provide easy to understand options and help for deciding which are good choices for that person.
- Include information on references to enabling tools such as transportation, food, and education.

Simple and easy to use

- Consider developing a directory of tools with instruction on how to access. Must be across programs.
- Provide a "no wrong door" approach to accessing trusted information.
- Consider use of visual learning and storytelling.

Suggestions for improving consumer access to health and wellness information involve many areas

Align Incentives

- Develop programs that incent/reward consumers being more engaged in health and wellness/ behavior change
- Remove the barriers for choice in providers and treatments.
- More value based payer plans.
- Work with providers and payers to build incentives that promote health, wellness, and choice.

Focus on key priorities

- Identify a few key priorities to address.
- Don't "Boil the ocean".

Curate and publicize curated – trusted sites and resources

- Consider the opportunity for the State to influence and become (one of the) trusted sources of information and guidance.
- Provide cost & quality information that is consistent and meaningful to the consumer.

Trustworthiness

- Develop – and publicize – directory of curated sites.

CONSIDERATIONS AND SUMMARY

Considerations and Summary

- People want information that's relevant to them, easy to find, and easy to understand.
- There is no lack of resources or sites to access information. What is lacking is impartial, person-centric, trusted, relevant complete information.
- There is so much information available that consumers don't know where to start or what to trust.
- Many of the available health information resources focus on “tying” the person to the provider or payer and are not person-centric.
 - What a information is available depends on who their payer and providers are – **at that moment in time.**
- There is a sense that there are “agendas” in the health/healthcare system that want to limit a person's choices of treatment, provider, approach, payment, and options.
- Pricing and quality information are opaque and complex – making informed decisions difficult.

Appendix B

Consumer Focus Groups Summary Report



OeHI

Office of eHealth Innovation



MOSAICA
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Transforming Communities and Organizations Into Healthcare LeadersSM

Colorado Consumer Health Engagement Project

Summary of Focus Groups

Prepared by:

Mosaica Partners, LLC

March 13, 2019

Focus Groups Summary

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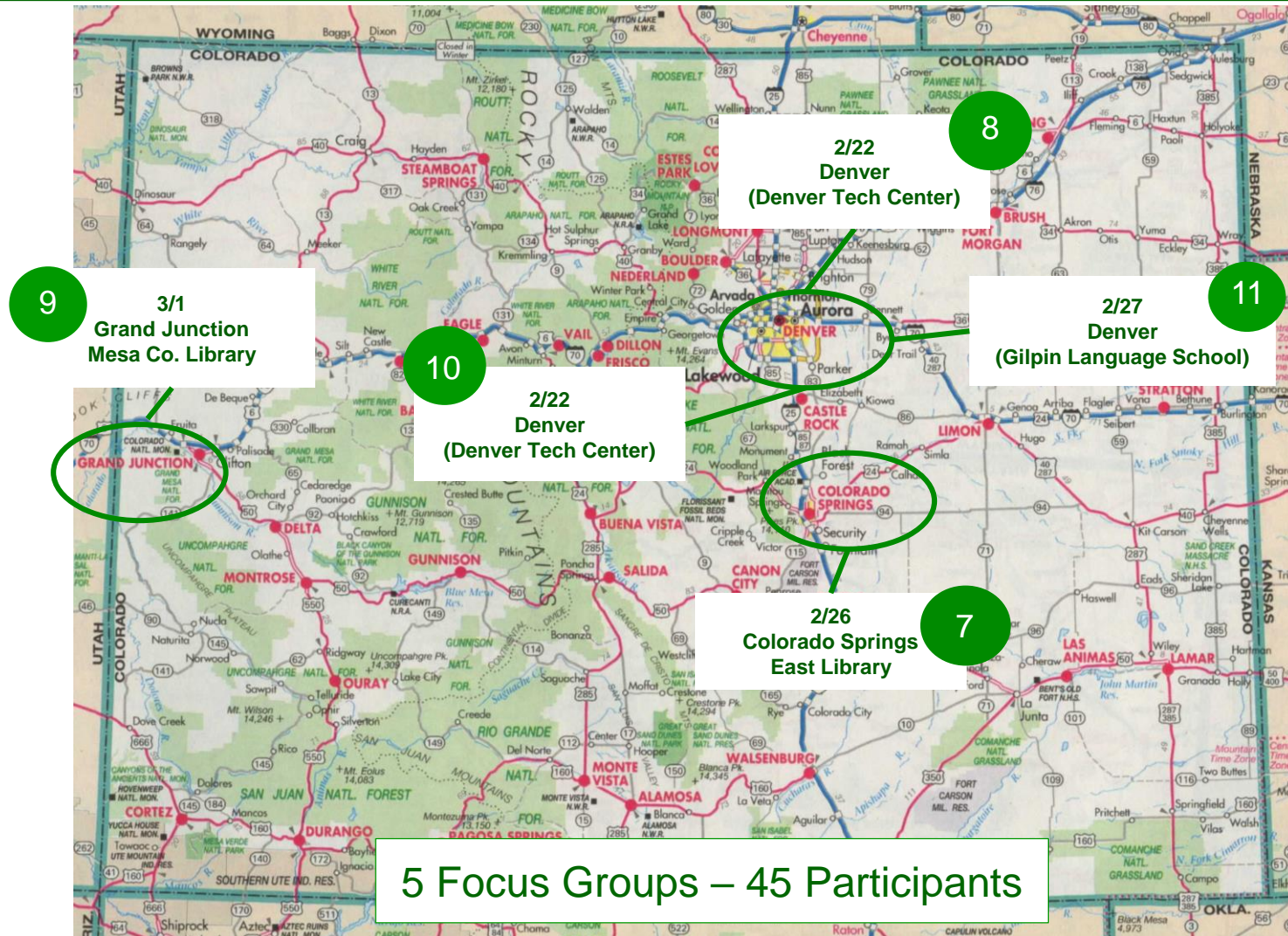
PURPOSE OF FOCUS GROUPS

Focus Groups were conducted to understand the consumer perspective

The purpose of holding the focus groups was to gain insight into, and understanding of, stakeholder perspectives on the information, tools, and services needed to help them be more knowledgeable about, proactive, and engaged in their health and well-being...

FOCUS GROUP LOCATIONS

Five Focus Groups were held across Colorado



FOCUS GROUP PROCESS

Focus Group participants were led through a series of exercises

- Focus group participants were primarily health care consumers.
- Five sessions were held at various sites around the state.

The key question addressed was:

*“To be more knowledgeable, proactive,
and engaged in your health and well-being...”*

***“What health-related information or tools
do you need or want?”***

For example:

1. What are your frustrations in getting information?
2. What information do you want or need?
3. What would success look like to you?

- Each participant received a personalized follow-up email from Carrie Paykoc with her contact information encouraging them to share additional information, if they desired.

BARRIERS IDENTIFIED

Several barriers are preventing consumers from effectively using health information tools

Alternative treatment knowledge or options

- Lack of access to information on / care by alternative therapies
- How do I easily get a second opinion?

Access

- Lack of (easy) access to full medical record across providers and insurers. Too many portals and information is incomplete
- Lack of access to providers – especially specialists – in rural areas
- Lack of access to reliable health-related transportation
- Limited availability of Medicaid specialists. Generally long wait, long distance, or both

Accountability

- How do I know whether to go to the ER, the Urgent Care center, or wait for an appointment with my PCP?

Communication & Coordination

- Lack of ability to easily communicate with provider outside of scheduled appointment
- Lack of care coordination among providers and for the person as a whole
- What care coordination services are available to me?

Community Resources are difficult to find

- Hard to find what resources are available within a community
- How do I find affordable transportation to my appointments or to the grocery store?

Several barriers are preventing consumers from effectively using health information tools

Complexity

- System is too complex for the lay individual to easily understand or navigate
- Billing (and associated coding) is hard to understand and lacks meaning
- Complex systems don't communicate, but impact each other and the person's care

Connectivity

- Last mile connectivity for cell phones and internet is difficult in rural/frontier areas

Cost / Quality Transparency

- Lack of cost transparency and confusing billing – lacks meaning
- Lack of ability to compare providers on cost and quality

Current Information

- Inability to access/locate accurate information on current Medicaid providers. Information is often out of date.

Incomplete Information / Lack of Sharing of Information

- Lack of continuity of record sharing with all my providers – Need to bring the printouts
- My information is not transferred between health systems
- Not easy for me to share my information with all my different providers

Several barriers are preventing consumers from effectively using health information tools

Payer / Provider Centric

- Lack of patient centric whole-person focused information and resources to help “make it meaningful”
- I don’t understand the rules of my coverage
- Multiple insurances is like a patchwork and difficult to navigate.

Privacy policies – and how they are implemented are confusing

- Lack of information about privacy, patient’s rights, and how know how your information is being used.
- How does CORHIO or QHN use my information? Who sees it?

Tools are confusing and not always helpful

- Hard to find my test results – don’t know when available on portal
- Too many portals and logins – not consumer friendly
- Provide only fragmented information
- No easy way to shop for things like home health care

Understanding to where to look or where to begin to find relevant, timely information

- Not know where to begin
- How do I know when to go to the ER, the Urgent Care center, or wait for an appointment with my PCP?
- Lack of ability to find health information from a trusted source. How know if can trust it?

WHAT IS NEEDED / WANTED

A wide variety of needs were identified by the Focus Group participants

Access To My Provider

- Access to provider prior to any of my appointments
- Easier access to providers from privacy of home. i.e. via telehealth
- Know who the providers in my area are and whether they accept my insurance, Medicare, Medicaid, etc.
- More rural health care providers

Access To My Information

- Easy access to my medical records
- To correct errors in my medical record
- To see my claims and to see when claims are paid

Alternative options

- Have a place to explore alternative medicine and formulary
- To know if there are different possible solutions to my problems

Communication

- Providers to communicate changes to me i.e. script change, diagnosis, etc.
- To know when my family member goes to the ED
- Know whether I need a person to come with me to take me home after a procedure

A wide variety of needs were identified by the Focus Group participants

Coordination

- Better care coordination especially for complex diseases
- Pharmacy advocate to prevent over-use of multiple drugs from multiple providers
- Health coordination locations statewide

Cost transparency

- Review comparative procedure/service costs comparisons
- Understand how to analyze different prescription costs
- To know cost of procedure in advance and if varies by provider and location
- What are the prerequisites for the procedure or services to be covered?
- How much to have a baby?

Education

- Be educated regarding necessary treatment vs. choice
- More health/wellness public education
- State wellness PSA (public service announcements) campaign “how to stay healthy”. Tailored to communities
- Info on marijuana
- Info on impact of visiting – and living at – a high altitude

A wide variety of needs were identified by the Focus Group participants

Find info on ...

- Description of process/procedure/medication from a trusted source
- Outpatient vs urgent care vs ER. Where do I go when? Can I call someone to find out?
- Patient centered technology “source of truth”
- Special adaptive equipment to promote independence
- Trusted info on new diagnosis with options

Insurance

- Understand what my insurance covers in terms I understand
- Know the difference between Medicare and Medicaid and supplemental and primary and secondary etc.
- Why a medication is not covered anymore if my condition is the same?

Options for my health care and wellness

- If I can't afford my recommended treatment, what should I do?

Person-centric

- Help me handle my life events
- Need pt. advocate – real person
- Information from someone who doesn't have a vested financial interest in my case

A wide variety of needs were identified by the Focus Group participants

Share info

- Know whether my records from my providers are accessible to other providers
- Portable, personal, health record
- To have better communication between health care providers who have parts of my health records
- Would like all my medical information from my various doctors in one place

Tools

- A tool-like capability for a family and friend “care Team” to have visibility to care being provided to a loved one
- More lifestyle recommendations
- One-stop-shop for health-related tools
- Web page to go to for information prior to MD appt, info for when to stop meds, question to ask pharmacy, etc.
- To be able to access more preventative tools and education

Where to start

- Know how to know what I need to save for – for health care – e.g. unemployed or retirement.
- Know how to navigate resources for well-being
- Healthy diet and lifestyle choices

PARTICIPANT SUGGESTIONS FOR AN IDEAL FUTURE

Participants developed headlines describing their desired future state

- Consumers Have Full Access to Their Health Records!
- “Healthcare 2022.com” Makes Healthcare Easier and Safer
- Nation Rolls Out Colorado’s Model for Health Information and Coordination
- Colorado is Focused on Patient-Centered Health Care!!! And Wellness!!!
- Governor Takes Pride in Everyone’s Health
- Colorado Improves Access to Health Care by Coordinating Care and Resources
- Mobile Health Coming to Your Place Of Work
- ER Visits Down Due to Increased Access and Navigation to the Appropriate Care Setting
- Preventable Deaths are Down Due to Interoperability Between All Health Information Systems
- Centralized Hub for Health Care and Wellness Information Available (Online and Walk-in)
- Colorado is Proactive and Preventative in Healthcare
- Colorado Improves Health Outcomes
- Medical Bills (debt) no Longer Affect Credit Scores
- Coloradans Now Have Control of – and Access to – Their Health Information
- Access to Health Information is Secure, Instant, and in Your Hands
- One Login to All Your Health-Related Information
- More Options for Treatment Provided to Patients
- Enhanced Communication – Between both the Patient and Care Team and Within the Care Team

CONSIDERATIONS & SUMMARY

The information from Focus Groups correlated strongly with that obtained from the Interviews

- In the focus groups there was even stronger emphasis on the need for easy, affordable access to care. While beyond the scope of this project, it is worth considering how tools might be employed to expand access and empowerment.
- Pricing and quality information are opaque and complex – making informed decisions difficult. Focus group participants expressed frustration at the complexity of medical billing statements and the resultant opaqueness of the system – discouraging them from ensuring correct and accountable billing.
- There is a sense that there are “agendas” in the health/healthcare system that want to limit a person’s choices of – and access to – treatment, providers, approaches, information, payment, and options.

Appendix C

**Consumer Survey Findings
Summary Report**

State of Colorado

Health Consumer & Stakeholder Survey

Summary of Findings

April 2019



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This survey was developed and conducted by.



Introduction

In January of this year Gov. Jared Polis created by Executive Order [The Office of Saving People Money on Health Care](#). The Office is led by Lt. Gov. Dianne Primavera who serves as its Director. Key goals of this office include:

1. Supporting innovation, efficiencies, and consumer protections to reduce health care costs;
2. Developing, promoting and implementing strategies that reduce the cost of health care by promoting public health and addressing social determinants of health; and
3. Increasing price transparency to promote affordable quality care.

On April 4, 2019 Gov. Polis and Lt. Gov Primavera unveiled the State's [Roadmap to Saving Coloradans Money on Health Care](#).

One of the action steps identified as a priority for the new office is implementing Colorado's Health IT Roadmap.

The [Colorado Health IT Roadmap](#) was developed in 2017 by the [Office of eHealth Innovation \(OeHI\)](#), with Mosaica Partners, to guide the state's use of health IT resources in support of its health care reform efforts. The Roadmap incorporates input from more than 1,000 participants across Colorado and describes 16 recommended strategic initiatives for the state to undertake.

The Health Consumer & Stakeholder Survey was conducted as part of one of the Roadmap's high-priority initiatives – Promote and Enable Consumer Engagement, Empowerment, and Health Literacy.

The Survey

The survey was designed to obtain input from a broad range of Colorado health care stakeholders. They were asked to rank the relative importance – to them personally – of 23 specific reasons for seeking health-related information. The survey was available in both English and Spanish.

The different reasons for seeking health-related information used in this survey were chosen after conducting five Consumer Focus Groups, individual stakeholder interviews, receiving input from the Colorado Consumer Engagement project team, the project Workgroup, a review of Colorado documents, and Mosaica Partners' knowledge of the environment.

Invitations to participate in the survey were distributed to a wide range of stakeholders around the state. The Colorado Office eHealth Innovation coordinated the distribution of the survey. Over 3,700 individuals, representing 62 of Colorado's 64 counties, responded.

Survey Design

The survey consisted of four sections.

Demographics

Respondents were asked to respond to questions about their county of residence, occupation, and how they heard about the survey. These were not required questions.

Establish Priority of Reasons Coloradans Seek Health-Related Information

Respondents were asked to select the 7 highest and 7 lowest priority reasons – to them personally – for seeking health-related information. Respondents were also offered the opportunity to include other high-priority reasons not listed.

Source and Ease of Access to Information

There was one question asking what source(s) respondents use to obtain information and one question on how easy it is for that person to find trusted health information.

Request for More Information and Respondent Comments

Respondents were provided an opportunity to request more information. Their options were, Summary of Survey Results, Office of eHealth Innovation Newsletter, and Information on how to be involved in future activities. If additional information was requested, the respondent's name and email address were collected. There was also an opportunity for respondents to make additional comments at the end of the survey.

Priority Ranking Approach

Respondents were asked to indicate their highest and lowest priority reasons for seeking health-related information.



Consumer Engagement Survey – Reasons for Needing Health or Wellness Information

Reasons for Seeking Health or Wellness Information



* 4. The following list contains 23 reasons why Coloradans might seek health-related information.

- Please select the 7 reasons that are **MOST IMPORTANT** to you (your **HIGHEST** Priority).
- Please select the 7 reasons that are **LEAST IMPORTANT** to you (your **LOWEST** Priority).
- Please review all of the reasons before making your selections.

Note that 8 reasons will not be selected.

		Most Important to you (Choose 7)	Least Important to you (Choose 7)
Family Status	Expecting or have a new child in the family	<input type="radio"/>	<input type="radio"/>
Family Status	Experience the loss of loved one	<input type="radio"/>	<input type="radio"/>
Family Status	Change of marital status (marriage, divorce, widowed)	<input type="radio"/>	<input type="radio"/>
Family Status	Understand health related requirements and options as new Colorado resident	<input type="radio"/>	<input type="radio"/>
Value	Understand the value and risks to me of a particular health-related service or decision	<input type="radio"/>	<input type="radio"/>
Wellness	Attain / Maintain my optimal body weight	<input type="radio"/>	<input type="radio"/>
Wellness	Attain / Maintain a healthy lifestyle	<input type="radio"/>	<input type="radio"/>
Insurance	Understand my insurance options and costs	<input type="radio"/>	<input type="radio"/>
Need Assistance	Understand what personal or family assistance is available	<input type="radio"/>	<input type="radio"/>
Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.	<input type="radio"/>	<input type="radio"/>
Need Assistance	Find a health-care advocate, navigator, or coordinator	<input type="radio"/>	<input type="radio"/>
Need Assistance	Consider long term care options	<input type="radio"/>	<input type="radio"/>
Provider Options	Find a new Primary Care Provider (PCP) or Specialist	<input type="radio"/>	<input type="radio"/>
Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider	<input type="radio"/>	<input type="radio"/>
Provider Options	Find the appropriate level of care I should seek for individual situations. (Is it emergency room, urgent care, or appt. with PCP?)	<input type="radio"/>	<input type="radio"/>
Cost Information	Understand all my costs for a health-related service will be before it's done	<input type="radio"/>	<input type="radio"/>
Cost Information	Understand what and why I've been billed for certain health-related services	<input type="radio"/>	<input type="radio"/>
Access Health Information	Obtain electronic access to my health and medical information	<input type="radio"/>	<input type="radio"/>
Access Health Information	Designate who I want to see my health and medical information	<input type="radio"/>	<input type="radio"/>
Medication Information	Find information on a new or changed medication prescribed	<input type="radio"/>	<input type="radio"/>
Treatment Information	Find information on a new or changed diagnosis	<input type="radio"/>	<input type="radio"/>
Treatment Information	Find information on a medical procedure / treatment needed	<input type="radio"/>	<input type="radio"/>
Treatment Information	Find out about alternative treatment options (holistic, etc.)	<input type="radio"/>	<input type="radio"/>

Survey Distribution

In addition to inviting community stakeholders on OeHI's stakeholder list to take the survey, 46 additional organizations agreed to distribute the survey.

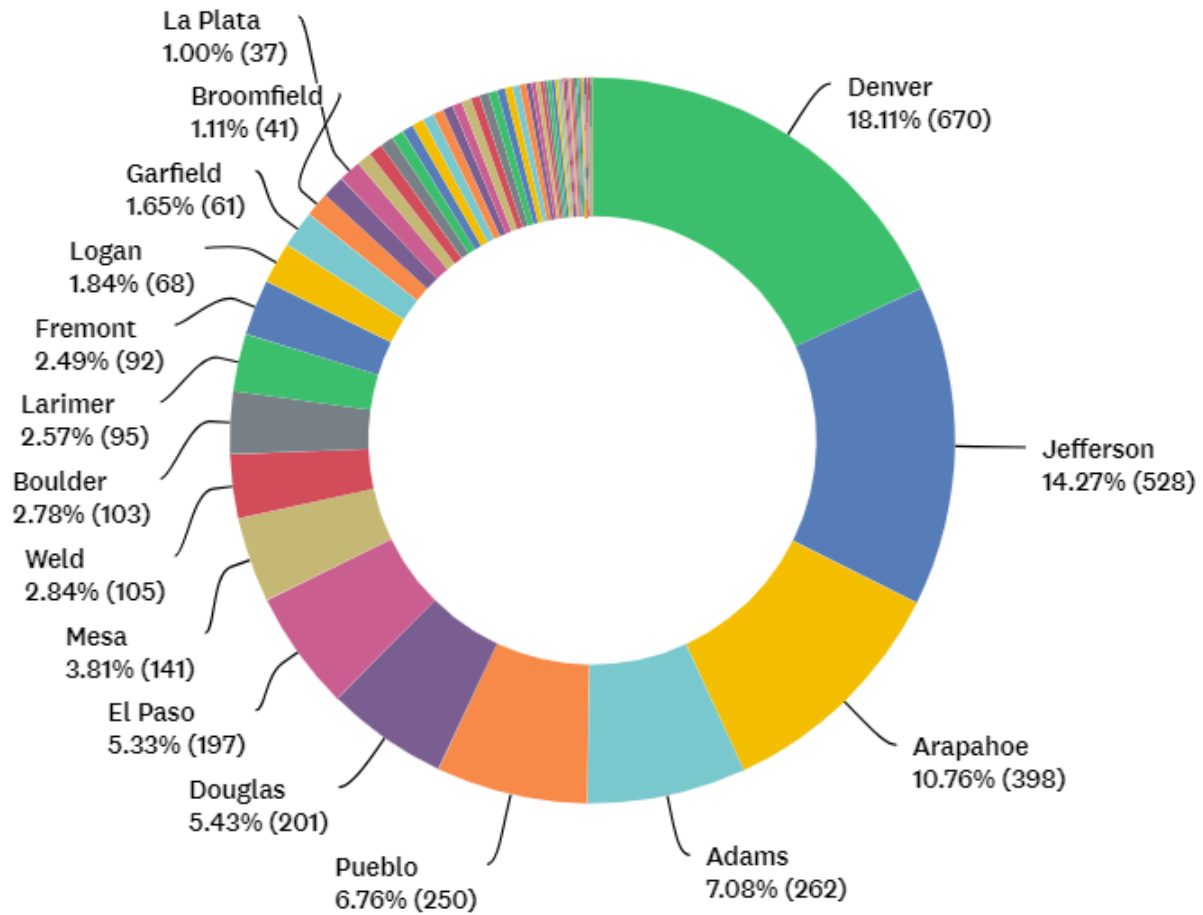
Survey Distributors

We'd like to thank the following organizations for their part in distributing the survey.

9Health	eHealth Commission
AARP Colorado	Family Health West
Action Center	Fanum
Aspen Valley Hospital	First Response Management, LLC
Center for African American Health	Governor's office
Center for Improving Value in Health Care	HCPF County Partners
Cliexa	Health Care Policy and Financing (HCPF)
Colorado Black Health Collaborative	Healthy Communities
Colorado Commission of Indian Affairs	Lt. Governor's office
Colorado Cross-Disability Coalition	Mental Health Center of Denver
Colorado Dental Hygienists' Association	Mesa County Physicians IPA
Colorado Dept. of Human Services	Mile High Health Alliance
Colorado Dept. of Public Health and Environment	North Colorado Health Alliance
Colorado Health Foundation	North Denver Cares Food Pantry
Colorado Health Institute	North Range Behavioral Health
Colorado HIMSS	Office of eHealth Innovation
Colorado Rural Health Center	Office of Information Technology
Connect 4 Health	Prime Health
CORHIO - CO Regional Health Information Org.	Quality Health Network (QHN)
Denver Black Pages	Rocky Mountain Health Plans
Denver Public Health / DHHA	Serve Colorado
Dept. of Local Affairs	SLV Public Health Partnership
Dept. of Personnel and Administration	State Innovation Model (SIM)
	StayWell

Counties Represented by Survey Respondents

Sixty-two (62) of Colorado's 64 counties are represented in the survey responses.



Summary of Survey Results

Priority Ranking Results

Overall Ranking

Respondents were asked to choose seven of the reasons that are most important to them for seeking health-related information. They were also asked to identify the seven reasons that are least important to them.

Based on the responses, the 23 reasons were ranked as shown in the chart below, with Rank 1 being most important.

Rank	Category	Reason for Seeking Information	Percentage who chose as: HIGH
1	Insurance	Understand my insurance options and costs	74
2	Cost Information	Understand all my costs for a health-related service will be before it's done	69
3	Value:	Understand the value and risks to me of a particular health-related service or decision	51
4	Cost Information	Understand what and why I've been billed for certain health-related services	51
5	Wellness	Attain / Maintain a healthy lifestyle	49
6	Treatment Information	Find information on a medical procedure / treatment needed	49
7	Access Health Information	Obtain electronic access to my health and medical information	43
8	Provider Options	Find a new Primary Care Provider (PCP) or Specialist	38
9	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is it emergency room, urgent care, or appt. with PCP?)	34
10	Wellness	Attain / Maintain my optimal body weight	33
11	Treatment Information	Find out about alternative treatment options (holistic, etc.)	33
12	Treatment Information	Find information on a new or changed diagnosis	28
13	Need Assistance	Understand what personal or family assistance is available	21
14	Medication Information	Find information on a new or changed medication prescribed	21
15	Family Status	Expecting or have a new child in the family	16
16	Need Assistance	Consider long term care options	14
17	Access Health Information	Designate who I want to see my health and medical information	14
18	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider	13
19	Need Assistance	Find a health-care advocate, navigator, or coordinator	12
20	Family Status	Experience the loss of loved one	11
21	Family Status	Change of marital status (marriage, divorce, widowed)	10
22	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.	8
23	Family Status	Understand health related requirements and options as new Colorado resident	8

Comparison of Urban County versus Rural County Rankings

The following compares how the rural and urban counties ranked the priorities

URBAN

1	Insurance	Understand my insurance options and costs
2	Cost Information	Understand all my costs for a health-related service will be before it's done
3	Value:	Understand the value and risks to me of a particular health-related service or decision
4	Cost Information	Understand what and why I've been billed for certain health-related services
5	Treatment Information	Find information on a medical procedure / treatment needed
6	Wellness	Attain / Maintain a healthy lifestyle
7	Access Health Information	Obtain electronic access to my health and medical information
8	Provider Options	Find a new Primary Care Provider (PCP) or Specialist
9	Wellness	Attain / Maintain my optimal body weight
10	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is it emergency room, urgent care, or appt. with PCP?)
11	Treatment Information	Find out about alternative treatment options (holistic, etc.)
12	Treatment Information	Find information on a new or changed diagnosis
13	Medication Information	Find information on a new or changed medication prescribed
14	Need Assistance	Understand what personal or family assistance is available
15	Family Status	Expecting or have a new child in the family
16	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider
17	Need Assistance	Consider long term care options
18	Access Health Information	Designate who I want to see my health and medical information
19	Need Assistance	Find a health-care advocate, navigator, or coordinator
20	Family Status	Experience the loss of loved one
21	Family Status	Change of marital status (marriage, divorce, widowed)
22	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.
23	Family Status	Understand health related requirements and options as new Colorado resident

RURAL

1	Insurance	Understand my insurance options and costs
2	Cost Information	Understand all my costs for a health-related service will be before it's done
3	Cost Information	Understand what and why I've been billed for certain health-related services
4	Wellness	Attain / Maintain a healthy lifestyle
5	Value:	Understand the value and risks to me of a particular health-related service or decision
6	Treatment Information	Find information on a medical procedure / treatment needed
7	Provider Options	Find a new Primary Care Provider (PCP) or Specialist
8	Access Health Information	Obtain electronic access to my health and medical information
9	Wellness	Attain / Maintain my optimal body weight
10	Treatment Information	Find out about alternative treatment options (holistic, etc.)
11	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is it emergency room, urgent care, or appt. with PCP?)
12	Treatment Information	Find information on a new or changed diagnosis
13	Need Assistance	Understand what personal or family assistance is available
14	Medication Information	Find information on a new or changed medication prescribed
15	Access Health Information	Designate who I want to see my health and medical information
16	Family Status	Expecting or have a new child in the family
17	Need Assistance	Find a health-care advocate, navigator, or coordinator
18	Need Assistance	Consider long term care options
19	Family Status	Experience the loss of loved one
20	Family Status	Change of marital status (marriage, divorce, widowed)
21	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider
22	Family Status	Understand health related requirements and options as new Colorado resident
23	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.

Comparison of English Language version versus Spanish Language version Rankings

There were a limited number of respondents (21) to the Spanish language version of the survey. The ranking results are shown below – in English – as compared to the over all English version of the survey.

English Language Version

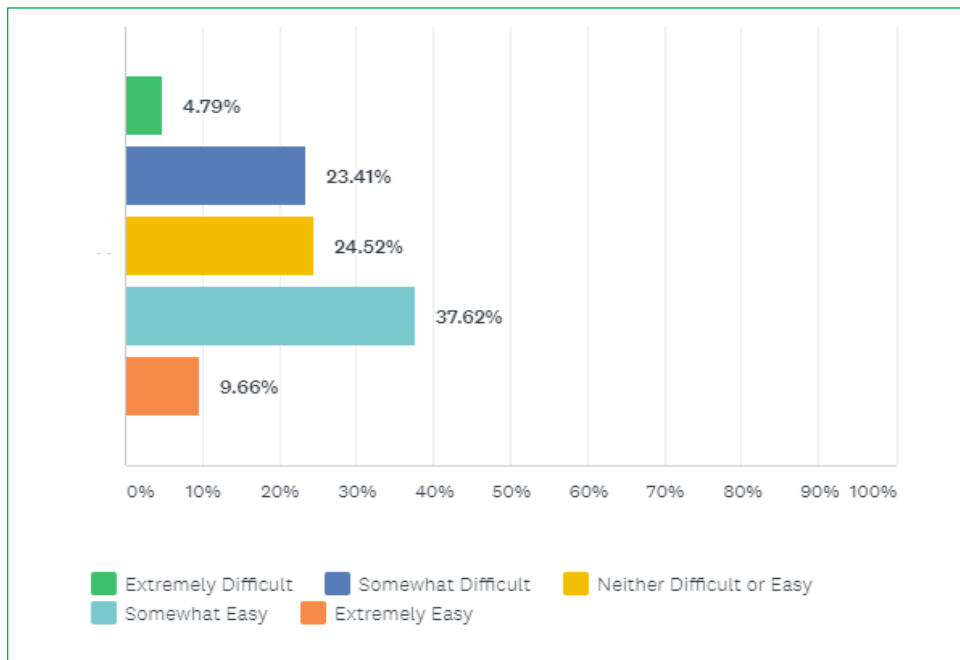
Spanish Language Version

Rank	Category	Reason for Seeking Information	Percentage who chose as: HIGH
1	Insurance	Understand my insurance options and costs	74
2	Cost Information	Understand all my costs for a health-related service will be before it's done	69
3	Value:	Understand the value and risks to me of a particular health-related service or decision	51
4	Cost Information	Understand what and why I've been billed for certain health-related services	51
5	Wellness	Attain / Maintain a healthy lifestyle	49
6	Treatment Information	Find information on a medical procedure / treatment needed	49
7	Access Health Information	Obtain electronic access to my health and medical information	43
8	Provider Options	Find a new Primary Care Provider (PCP) or Specialist	38
9	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is <u>it</u> emergency room, urgent care, or appt. with PCP?)	34
10	Wellness	Attain / Maintain my optimal body weight	33
11	Treatment Information	Find out about alternative treatment options (holistic, etc.)	33
12	Treatment Information	Find information on a new or changed diagnosis	28
13	Need Assistance	Understand what personal or family assistance is available	21
14	Medication Information	Find information on a new or changed medication prescribed	21
15	Family Status	Expecting or have a new child in the family	16
16	Need Assistance	Consider long term care options	14
17	Access Health Information	Designate who I want to see my health and medical information	14
18	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider	13
19	Need Assistance	Find a health-care advocate, navigator, or coordinator	12
20	Family Status	Experience the loss of loved one	11
21	Family Status	Change of marital status (marriage, divorce, widowed)	10
22	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.	8
23	Family Status	Understand health related requirements and options as new Colorado resident	8

Rank	Category	Reason for Seeking Information	Percentage who chose as: HIGH
1	Insurance	Understand my insurance options and costs	85
2	Value	Understand the value and risks to me of a particular health-related service or decision	69
3	Cost Information	Understand all my costs for a health-related service will be before it's done	54
4	Cost Information	Understand what and why I've been billed for certain health-related services	54
5	Need Assistance	Find a health-care advocate, navigator, or coordinator	46
6	Wellness	Attain / Maintain a healthy lifestyle	46
7	Need Assistance	Understand what personal or family assistance is available	46
8	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.	46
9	Provider Options	Find a new Primary Care Provider (PCP) or Specialist	31
10	Treatment Information	Find out about alternative treatment options (holistic, etc.)	31
11	Family Status	Understand health related requirements and options as new Colorado resident	31
12	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider	23
13	Family Status	Experience the loss of loved one	23
14	Wellness	Attain / Maintain my optimal body weight	23
15	Family Status	Change of marital status (marriage, divorce, widowed)	15
16	Need Assistance	Consider long term care options	15
17	Access Health Information	Obtain electronic access to my health and medical information	15
18	Treatment Information	Find information on a medical procedure / treatment needed	15
19	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is <u>it</u> emergency room, urgent care, or appt. with PCP?)	8
20	Family Status	Expecting or have a new child in the family	8
21	Treatment Information	Find information on a new or changed diagnosis	8
22	Access Health Information	Designate who I want to see my health and medical information	8
23	Medication Information	Find information on a new or changed medication prescribed	0

Ease of Finding Health-Related Information

The survey also asked how easy or difficult it was for individuals to find the information they were seeking.



Less than half found it easy or extremely easy to find the information they needed.

Next Steps

The next step in the project will compare the high priority reasons for seeking health-related information to the current state of health information availability in Colorado.

This will result in identification of gaps – and possible overlaps – in Colorado's health information resources.

Appendix D

Current State Description Report

State of Colorado



Consumer Health Engagement Project

Current State Description Report

Prepared by

Mosaica Partners

May 31, 2019



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Overview

For Colorado residents to be engaged and empowered in their health-related activities and decisions, they require the ability to access appropriate health-related information, tools, and services.

This report describes the current state of available health-related information, tools, and services in Colorado. It also describes Colorado residents' current health-related information needs.

Information presented in this report was garnered from discussions with key stakeholders, input from focus group attendees, Internet scans, information from various Colorado organizations such as the Colorado Health Institute, Center for Improving Value in Health Care (CIVHC) and others, a review of key federal policies and regulations, as well as Mosaica's health care domain expertise and knowledgebase.

A simple data collection tool was developed by the core team to collect and organize data about available health-related information, tools, and services, along with data about the organizations providing those resources. The current state of available health-related resources presented in this report is not complete and should be regarded as a subset of the information, tools, and services actually available to Coloradans.

During the course of the project, the core team also developed a graphical model to understand and describe the relationship of Coloradans' information needs to the available health-related information resources. The model visually describes how life events (reasons) and other situations trigger residents' needs for specific types of health-related information. Colorado residents' information needs are shown on the demand side of the model. The supply side of the model shows how health-related information, tools, and services are made available, the organizations providing those resources, and other relevant organizations.

The project's core team and advisory workgroup would like to acknowledge and thank the many individuals and organizations who assisted in collecting and validating the information contained in this report.

Colorado's Health Information Availability Tool

The [tool](#) was created and populated by the project's core team. It was developed to collect and organize data about available health-related information, tools, and services as well as data about the individual organizations providing those resources.

The current state of available health-related resources documented in the tool is not a complete listing and should be regarded as a subset of the information, tools, and services actually available to Coloradans.

The images below show the categories of health-related information resources that the tool was designed to collect.

Tool Data Categories Part 1

State	Area Served	Type	Category	Reason	Organization Name	Name of Tool / Resource	Type of Tool	Tool Description
CO	Multiple counties	tool	health record	7	Kaiser Permanente - CO	My Health Manager	access to clinical notes	Allows patients to review the notes their Kaiser Permanente provider took during their last visit
CO				10	Kaiser Permanente / BMI Calculator		BMI Calculator	Online calculator available to the public for calculating Child BMI and Adult BMI
CO	State of Colorado	resource	health	6	Colorado - Dept. of Public Health & Environment	CD-Peri-Natal Hepatitis System, CD-Refugee Clinic System [B], CD-Tuberculosis Database (TBdb) [B]	database	

Tool Data Categories Part 2

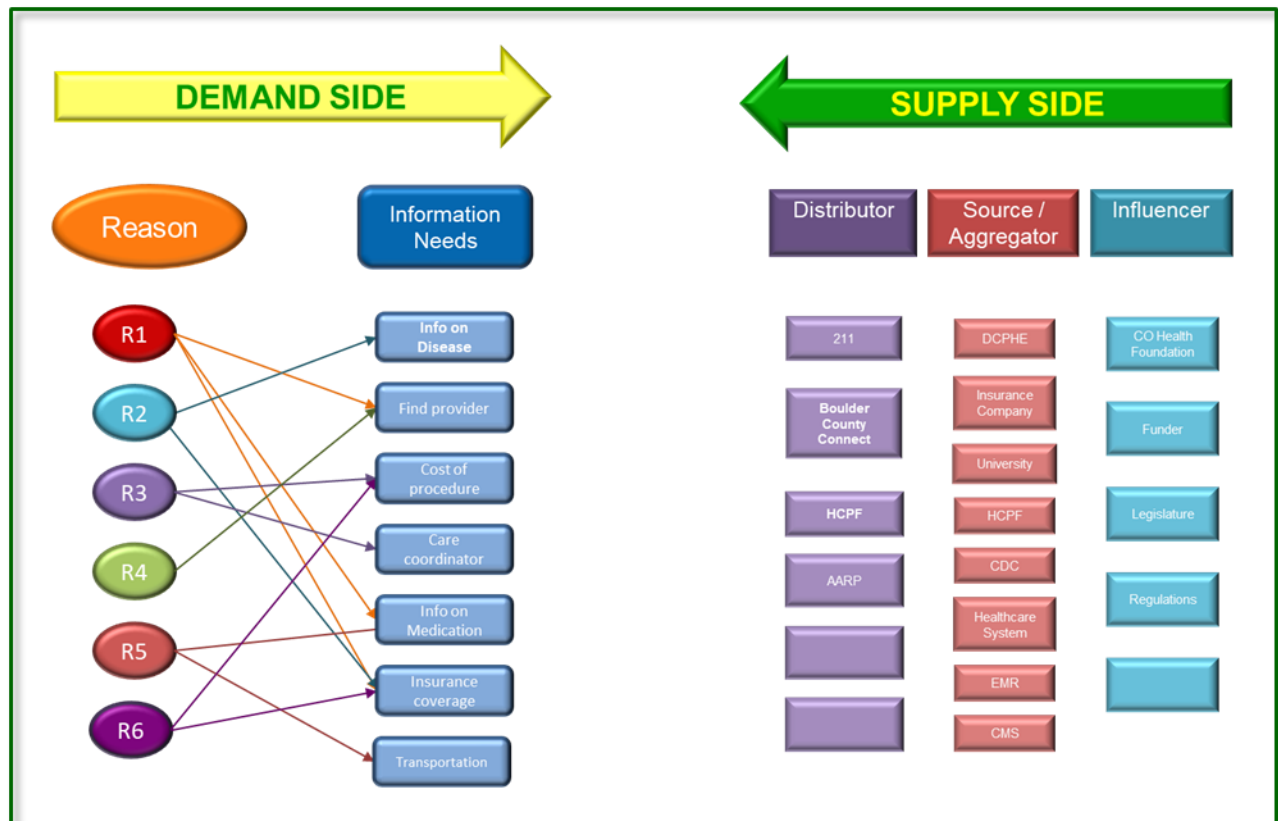
Target Audience	Tool URL	Comments	Organization Type	Member or Public Option- Indicate Member Only	Organization Focus	Organization Description
Kaiser Permanente members	https://thrive.kaiserpermanente.org/thrive-together/live-well/new-online-tools-now-available-in-colorado					

Tool Data Categories Part 3

Distributor	Supplier	Influencer	Contact Name	Contact Title	Contact Phone	Contact Email	Contact Preference (Phone VS Email)	Cost of Offering	Channels

Colorado's Health Information Availability Model

In researching and collecting the health-related information needs of Coloradans – as well as the sources and quality of the health-related information available – Mosaica determined that the situation can be viewed as a variation of the classical supply and demand model.



The model visually describes how life events (reasons) and other situations trigger residents' needs for specific types of health-related information. Colorado residents' information needs are shown on the demand side. The supply side shows the types of health-related information, tools, and services available, the organizations providing them, and other relevant organizations in the supply chain.

SUPPLY SIDE

We have identified three types of organizations on the Supply Side. They each perform a different role. An organization may operate in more than one role.

Distributors

Distributors provide various health-related information, tools, and services to their members or the public at large. Distributors may either produce information themselves or reproduce information generated by others. Some of the distributors may also be the source of the resources they provide.

Source

An entity that generates or produces health-related information, tools, or services.

Influencers

Influencers do not directly supply information, tools or services. Rather they influence what resources are made available.

There are various types of health-related information, tools, and services available to Coloradans.

Static information

Many organizations provide access to lists or previously generated reports.

Interactive Search

Some organizations provide limited data base searches using pre-determined search criteria. Fewer sites provide for the consumer to input their own search criteria.

Guided Search

Although they may be available, we have not located any organizations that provide an on-line interactive guided and customized search capability for the consumer.

DEMAND SIDE

The health-related information needs (demands) of Coloradans can be viewed as being prompted by a variety of life events and other changes in their environment.

We used the results of a statewide stakeholder survey developed by the project team to rank the relative importance of the reasons people seek health-related information. Those reasons are each linked to specific information needs.

Status of Currently Available Health-Related Information, Tools, and Services

There are a wide range of health-related information, tools, and services available to Coloradans. The project team identified over 300 health-related information sites, tools, and services available in Colorado. Note that the services identified for this project do not include clinical services. Clinical services can be located in the State's Provider Directory.

Information Sources

Information for this report was gathered from numerous sources. These sources include:

- Interviews with key stakeholders
- Focus Group attendees
- Internet scan for tools and resources
- Colorado resource documentation such as Colorado Health Access Survey (CHAS) from the Colorado Health Institute and the Prescription Drug Monitoring Program database (PDMP) from the Center for Improving Value in Health Care (CIVHC)¹
- Workgroup input
- Mosaica's knowledgebase

Categories of Health-related Information, Tools, and Services

The categories of health-related information, tools, and services available are numerous including – but not limited to – disease specific information to general wellness, various health-related assessments, personal wellness tracking capabilities, and information on various treatment or preventative options. These include:

- Medication look-up
- Disease or condition-specific information
- Wellness / Lifestyle
- Health Insurance
- Provider cost and quality
 - Cost information is available on multiple sites, but the information provided is usually aggregated and averaged – not customized for an individual.
 - Provider quality reports and comparison tools are available which include information on provider quality both at the hospital/health system level and at the provider-specific level.
- Community resources
- Advocacy

¹ More information on these and other Colorado tools can be found in the “Examples of Tools and Services Available in Colorado” section of this report as well as in the data collection tool.

Personal Health-Related Monitoring Tools

In addition to on-line tools, there is an abundance of phone and mobile device-based apps that consumers can use to monitor themselves in a variety of areas such as:

- Heart (EKG) monitoring
- Blood sugar monitoring
- Diet monitoring and advice
- Exercise monitoring

Many of these apps also provide advice or alerts based upon the results of the monitoring. Some of these apps can link to provider electronic information systems.

Information Sources and Distributors

We categorized the various sources and distributors of health-related information into the following:

- State and federal agencies
- Insurance companies
- Health care providers
- Numerous non-profit special focus organizations
- For profit entities trying to sell products

Geographic Service Areas

The geography served ranges from city, county or state specific – for site specific references – to US or worldwide through on-line access and digital devices. Housing, food, and transportation resources are understandably geography focused – usually at the city or county level.

Priority of Colorado Residents' Health-Related Information Needs

We used Colorado consumers' priority ranking of health-related resource needs as a guide in categorizing the information, tools, and services located during the Colorado scan. These rankings were the result of the Consumer & Stakeholder Survey conducted as part of this project.

The rankings are shown below.

Rank	Category	Reason for Seeking Information	Percentage who chose as: HIGH
1	Insurance	Understand my insurance options and costs	74
2	Cost Information	Understand all my costs for a health-related service will be before it's done	69
3	Value:	Understand the value and risks to me of a particular health-related service or decision	51
4	Cost Information	Understand what and why I've been billed for certain health-related services	51
5	Wellness	Attain / Maintain a healthy lifestyle	49
6	Treatment Information	Find information on a medical procedure / treatment needed	49
7	Access Health Information	Obtain electronic access to my health and medical information	43
8	Provider Options	Find a new Primary Care Provider (PCP) or Specialist	38
9	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is it emergency room, urgent care, or appt. with PCP?)	34
10	Wellness	Attain / Maintain my optimal body weight	33
11	Treatment Information	Find out about alternative treatment options (holistic, etc.)	33
12	Treatment Information	Find information on a new or changed diagnosis	28
13	Need Assistance	Understand what personal or family assistance is available	21
14	Medication Information	Find information on a new or changed medication prescribed	21
15	Family Status	Expecting or have a new child in the family	16
16	Need Assistance	Consider long term care options	14
17	Access Health Information	Designate who I want to see my health and medical information	14
18	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider	13
19	Need Assistance	Find a health-care advocate, navigator, or coordinator	12
20	Family Status	Experience the loss of loved one	11
21	Family Status	Change of marital status (marriage, divorce, widowed)	10
22	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.	8
23	Family Status	Understand health related requirements and options as new Colorado resident	8

Examples of Tools and Services Available in Colorado

The following is a small sub-set of the list of the health-related information, tools, and services available in Colorado. A more robust list of resources and organizations is contained in the data collection tool which has been provided to the state as part of this project.

Name of Tool / Resource	Organization	Description	URL
9Health eTools	9Health Fair	Quit Smoking, Flu, Social Support, Heart Disease, Mental Health.	https://www.9healthfair.org/e-tools/
All Payers Claims Database	Center for Improving Value in Health Care (CIVHC)	Consumers can use the interactive information from the All Payers Claims Database (APCD) to search for prices and quality at various facilities.	https://www.civhc.org/get-data/public-data/
Colorado Health Access Survey	Colorado Health Institute	The Colorado Health Access Survey (CHAS) is conducted every other year to measure the health of Coloradans, their interactions with health care systems, and the impact of major health care policy developments.	https://www.coloradohealthinstitute.org/research/colorado-health-access-survey
Connect for Health CO	Connect for Health Colorado	As Colorado's official health insurance marketplace, it is the only place to apply for financial help to reduce your monthly health insurance costs.	http://connectforhealthco.com/
My Health Manager	Kaiser Permanents	For Kaiser members only, allows access to provider notes.	https://thrive.kaiserpermanente.org/thrive-together/live-well/new-online-tools-now-available-in-colorado
Colorado 2-1-1	Colorado 2-1-1	2-1-1 Colorado connects families and individuals to social and community resources best suited to meet their need. Multi-channel – app, phone call.	https://211colorado.comunities.org/cms/node/164
Boulder County Connect	Boulder County - Dept. of Housing & Human Services (HHS)	Platform to connect available support services in Boulder County.	https://bouldercountyconnect.force.com/Home
Blue Guide Colorado	Colorado Consumer Health Initiative	Purpose of guide is to help uninsured individuals and families, health care providers, and community organizations locate the healthcare options and resources that are available for uninsured and underinsured Coloradans.	http://blueguide.cohealthinitiative.org/
PEAK Program Eligibility & Application Kit (PEAK)	State of Colorado	Online service for Coloradans to screen and to apply for medical, food, cash, and early childhood assistance programs.	https://coloradopeak.secure.force.com/

Examples of Tools and Services Available in Other States

The following list is an example of health-related information resources available in other states and nationally. It illustrates the wide variety of health-related resources being made available. A more complete description of the resources listed is contained in the data collection tool which has been provided to the state as part of this project.

State	Name of Tool / Resource	Organization	Description	URL
AZ	What You Should Know	Arizona Health Literacy Coalition	Provides resources for awareness, education, and collaboration.	https://azhealthliteracy.org/what-you-should-know
DE	DHIN Community Health Record	Delaware Health Information Network (DHIN)	Allows people access to their community health record information that is contained in the Delaware HIE .	
FL	Engaged Patients	Empowered Patient Coalition	A national campaign under the guidance of the Empowered Patient Coalition non-profit with the vision that all patients and their loved ones have free access to the tools and the resources they need to be fully informed and participating members of their health care teams.	https://engagedpatients.org/resource-areas/
FL	Florida Health Finder	Florida Health Finder	Compares plans and providers.	http://www.floridahealthfinder.gov/index.html
KS	HealthQuest	State of Kansas	Provides access to various health and wellness resources for Kansans.	http://www.kdheks.gov/
ME	Compare Maine	Maine Health Data Organization	Compares average total cost of procedures and health facilities around the state.	www.comparemaine.org/?page=choose#
MI	VerifyMicare	MI Health and Hosp. Assn.	Quality information for all Michigan Hospitals.	https://verifymicare.org/
MN	Community Resources	Mayo Clinic	Community resource list for “extra-clinical” support.	https://communityhealth.mayoclinic.org/community-resources

State	Name of Tool / Resource	Organization	Description	URL
NE	Your One-Stop-Shop	Blue Cross of Nebraska	My Health Toolkit is your online tool for managing all aspects of health benefits.	https://member.myhealthtoolkitne.com/web/nonsecure/n/Member+Home/Education+Center/Online+Tools/My+Health+Toolkit/
NY	NYS Health Profiles	New York State Dept. of Health	This website uses data collected by the New York State Department of Health, the Centers for Disease Control, IPRO, and the Centers for Medicare & Medicaid Services.	https://profiles.health.ny.gov/hospital/pages/methodology/
US	Hospital Consumer Assessment of Healthcare Providers & Systems (HCAHPS)	CMS	Customer service scores (what their customers say about them).	https://www.medicare.gov/hospitalcompare/Data/HCAHPS-Star-Ratings.html
US	Physician Compare	CMS	Physician Compare helps consumers find and compare physicians and other clinicians enrolled in Medicare so that they can make informed decisions about their health care.	https://www.medicare.gov/physiciancompare/
US	Healthcare Bluebook	Healthcare Bluebook	Compare prices of providers and procedures within a requested zip code.	https://www.healthcarebluebook.com/
US	Thrive	Kaiser	Helps with defining and attaining wellness goals. For Kaiser members only.	https://thrive.kaiserpermanente.org/thrive-together/live-well/what-are-your-goals-make-them-smart
US	Choosing Wisely	ABIM Foundation – (American Board of Internal Medicine)	Provides tools to help patients choose care that is: <ul style="list-style-type: none"> • Supported by evidence • Not duplicative of other tests or procedures already received • Free from harm • Truly necessary 	http://www.choosingwisely.org/our-mission/

Example Current Colorado Statutes

The Colorado Governor's Office and Legislature are actively promoting a more knowledgeable and engaged health consumer. Many statutes were enacted during the most recent legislative session that will impact consumer engagement and empowerment going forward. Below are some examples of relevant legislation that has been, or will soon be, signed by the Governor.

HB19-1296 Prescription Drug Cost Reduction Measures

Concerning measures to reduce prescription drug costs to require health insurers, prescription drug manufacturers, pharmacy benefit management firms, and nonprofit organizations to report specified information about the costs of prescription drugs to the commissioner of insurance; to direct the commissioner to analyze the information and submit a report regarding the effects of prescription drug costs on health insurance premiums; to preclude pharmacy benefit management firms from retroactively reducing payments to pharmacies; and to require carriers to reduce consumer cost sharing for prescription drugs to reflect rebates the carrier or pharmacy benefit management firm received.

<https://leg.colorado.gov/bills/hb19-1296>.

HB19-1216 Reduce Insulin Prices

Concerning measures to reduce a patient's costs of prescription insulin drugs, and, in connection therewith, making an appropriation.

<https://leg.colorado.gov/bills/hb19-1216>

HB19-1154 Patient Choice Of Pharmacy

Concerning the ability of a person eligible for prescription drug benefits to choose the pharmacy at which to fill a prescription drug order.

<https://leg.colorado.gov/bills/hb19-1154>

HB19-1150 Recreate Consumer Insurance Council

Concerning the recreation of the consumer insurance council as an advisory body to the Commissioner of Insurance.

<https://leg.colorado.gov/bills/hb19-1150>

HB19-1010 Freestanding Emergency Departments Licensure

Concerning the licensing of freestanding emergency departments, and, in connection therewith, making an appropriation.

<https://leg.colorado.gov/bills/hb19-1010>

HB19-1001 Hospital Transparency Measures To Analyze Efficacy

Concerning hospital transparency measures required to analyze the efficacy of hospital delivery system reform incentive payments.

<https://leg.colorado.gov/bills/hb19-1001>

SB19-052 Emergency Medical Service Provider Scope Of Practice

Concerning expansion of an emergency medical service provider's scope of practice.

<https://leg.colorado.gov/bills/sb19-052>

Example Federal Regulations and Initiatives

Many federal regulations and initiatives address improving consumer engagement in their health and well-being. Many of these regulations originated in legislation over the past few years and are in effect. Other statutes, regulations, and initiatives are still in the development stage. Below are some examples of federal efforts.

Patient's right to their health information²

Every patient has the right to receive copies of their health information from their doctor and from other providers, such as physical therapists and social workers. If the health care provider keeps the records electronically, patients have a right to receive their records in either electronic or paper form.

Interoperability

The 21st Century Cures Act³ promotes health information interoperability by continuing a strong federal role by the Office of the National Coordinator for Health Information Technology (ONC) in the regulation and development of healthcare IT standards.

One way the bill aims to drive greater interoperability is by having ONC assist public-private partnerships create a “trusted exchange framework, including a common agreement among health information networks nationally.” Overall, the legislation aims to promote interoperability among disparate EHRs.

Electronic health records information blocking

The 21st Century Cures Act⁴ defines interoperability and prohibited information blocking. Information blocking is defined as a practice that interferes with or prevents access to electronic health information, i.e. information about a patient's medical history or treatment. Significant fines may be levied for blocking the sharing of health information.

CMS is providing limited data sets of its claims data

The Centers for Medicare & Medicaid Services (CMS) is responsible for administering the Medicare, Medicaid and State Children's Health Insurance Programs, as well as a number of health oversight programs. CMS gathers and formats data to support the agency's operations. Information about Medicare beneficiaries, Medicare claims, Medicare providers, clinical data, and Medicaid eligibility and claims are included. These

² Health Information Portability and Accountability Act (HIPAA), HealthIT.Gov
<https://www.healthit.gov/topic/privacy-security/your-health-information-rights>

³ Federal Register, 21st Century Cures Act, <https://www.congress.gov/114/bills/hr34/BILLS-114hr34enr.pdf>

⁴ Ibid.

data are made available to the public, subject to privacy release approvals and the availability of computing resources⁵.

Direct-to-Consumer transparency in drug pricing

The Department of Health and Human Services has finalized its rule requiring drug manufacturers to disclose drug prices within direct-to-consumer advertisements, a move that comes with the agency's efforts to improve price transparency and tackle high out-of-pocket patient drug costs⁶.

Drug manufacturers will be required to disclose the list price – the cost of the drug before health insurance or other subsidies come into play – if that price is greater than or equal to \$35 for a usual prescription amount of that drug.

Medicare Procedure Price Lookup

CMS has made a tool available for Medicare patients that enables them to look up the price of a procedure before it's performed. The price is the amount that Medicare will pay for that particular procedure. The tool is [Procedure Price Lookup](#).

Lower Health Care Costs Act of 2019⁷

This draft federal legislation calls on payers to provide patients with health insurance claims data, a list of in-network practitioners, as well as expected out-of-pocket costs.

These examples plus numerous other federal initiatives are directed at providing consumers greater access to information that will help empower them to more proactively manage their health and wellness.

⁵ CMS Data set access, <https://www.cms.gov/openpayments/explore-the-data/dataset-downloads.html>

⁶ CMS Final Rule on Transparency in Drug Pricing on TV Ads, <https://www.hhs.gov/about/news/2019/05/08/hhs-finalizes-rule-requiring-manufacturers-disclose-drug-prices-in-tv-ads.html>

⁷ Lower Health Care Costs Act of 2019 https://www.help.senate.gov/imo/media/doc/LHCC%20Act%20Discussion%20Draft%205_23_2019.pdf

Summary and Next Steps

We found that Coloradans are generally interested and motivated to search for health-related resources.

There are hundreds of organizations providing a wide range of health-related information resources. The categories available are numerous including – but not limited to – disease specific information to general wellness, various assessments and personal wellness tracking capabilities, and information on various treatment or preventative options.

During this phase of the core team developed Colorado's Health Information Availability Model and a companion tool to collect and organize information on available health-related information resources.

These items, along with the priority rankings of Coloradans' needs for health information, will help guide the next phase of the project which is to identify gaps and overlaps that hinder Coloradan's easy access to health-related information, tools, and services.

Appendix E

Summary of Gaps Report
and
Recommendations and Suggested
Approaches Report

State of Colorado



Consumer Health Engagement Project

Summary of Gaps Report and Requirements and Suggested Approaches Report

Prepared by

Mosaica Partners

May 31, 2019



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Introduction

Consumer engagement is a two-way street. A person cannot be unilaterally engaged; there has to be interaction between two parties. In the case of health and wellness, successful engagement is dependent on supporting a person on their journey toward their own goals. The information they seek must answer, in as specific terms as possible, “What does this mean to me?”

For meaningful consumer engagement to occur consumers need answers to the following questions:

- What do I need to know?
- Where do I find it?
- Can I trust this information?
- Is it relevant to me? Does it give me options?
- What action can I take with the information?
- What will taking action mean to me? Why should I do it?
- What impact will taking action have on me? How will it help me?
- Where can I find opportunities to engage?

In general, the personalized individualized answers to these questions are not easily found. Today’s resources, for the most part, are a mix of aggregated results, averages of quality scores, average costs, and resource – versus person-directed searches.

For health-related information, tools, and services to help drive consumer engagement, these resources must refocus what they provide **from** the source’s needs and offerings **to** the consumer’s individualized need for health-related information.

Research Process

The identified gaps and recommendations contained within this report draw on the prior work in this project to understand consumers' priority needs for health-related information and the availability of resources to Coloradans.

Previous project reports have described in detail the research process and the results from the following activities.

Results of Consumer & Stakeholder Interviews and Focus Groups

- Twenty-five (25) Interviews were conducted.
- Five focus groups were held at locations around the state.

Results of Online Survey

- Over 40 Colorado-based organizations assisted in the distribution of the online survey – which was available in both English and Spanish.
- Over 3,500 responses to the survey were received.
- The survey determined the priority order of Coloradans' health-related information needs.

Research on Available Health-Related Information, Tools, and Services

- The project identified well over 100 different health-related information, tools, or services.
- The project identified over 300 entities involved in providing health-related services.

Key Consumer Needs

Coloradans' High Priority Health-Related Information Needs have been Identified

Colorado's health-related information needs – ranked by priority importance to Coloradans – are shown below.

Rank	Category	Reason for Seeking Information	Percentage who chose as: HIGH
1	Insurance	Understand my insurance options and costs	74
2	Cost Information	Understand all my costs for a health-related service will be before it's done	69
3	Value:	Understand the value and risks to me of a particular health-related service or decision	51
4	Cost Information	Understand what and why I've been billed for certain health-related services	51
5	Wellness	Attain / Maintain a healthy lifestyle	49
6	Treatment Information	Find information on a medical procedure / treatment needed	49
7	Access Health Information	Obtain electronic access to my health and medical information	43
8	Provider Options	Find a new Primary Care Provider (PCP) or Specialist	38
9	Provider Options	Find the appropriate level of care I should seek for individual situations. (Is it emergency room, urgent care, or appt. with PCP?)	34
10	Wellness	Attain / Maintain my optimal body weight	33
11	Treatment Information	Find out about alternative treatment options (holistic, etc.)	33
12	Treatment Information	Find information on a new or changed diagnosis	28
13	Need Assistance	Understand what personal or family assistance is available	21
14	Medication Information	Find information on a new or changed medication prescribed	21
15	Family Status	Expecting or have a new child in the family	16
16	Need Assistance	Consider long term care options	14
17	Access Health Information	Designate who I want to see my health and medical information	14
18	Provider Options	Find a Behavioral Health or Substance Use Disorder treatment provider	13
19	Need Assistance	Find a health-care advocate, navigator, or coordinator	12
20	Family Status	Experience the loss of loved one	11
21	Family Status	Change of marital status (marriage, divorce, widowed)	10
22	Need Assistance	Find a community support resource that can help me access food, housing, transportation to medical appts, or other services.	8
23	Family Status	Understand health related requirements and options as new Colorado resident	8

Gaps and Requirements

The overarching theme of consumer's needs for health-related information, tools, and services is that the information must be easy to find and understand, be personalized, provide options and be relevant to their individual circumstances.

High Priority Health-Related Consumer Information Needs

The results of the survey, conducted as part of this project, identified the prioritization of health-related information needs from the consumer's perspective. Below we describe the gaps, the rationale, and recommended approaches to meet Coloradans' five highest priority health-related information needs:

- #1. Understand my insurance options and costs.
- #2. Understand all my costs for a health-related service before it's done.
- #3. Understand the value and risks to me of a particular health-related service or decision.
- #4. Understand what and why I've been billed for certain health-related services.
- #5. (Understand how I can) Attain / Maintain a healthy lifestyle.

#1. Understand my insurance options and costs	
Gap	Lack of ability to easily understand their options under their insurance plan and how the different choices they make could impact their coverage, their choice of provider, and their out-of-pocket expenses.
Rationale	While most people have a general understanding of their insurance coverage, many do not fully understand their options or the impact of using providers who are out-of-network, of the cost of prescriptions not included in an insurance plan's formulary, or even why these limitations exist.
Approach	<p>Provide transparent and easy to understand ways for consumers to obtain information relevant to their specific personal situation. This approach should enable the consumer to compare their costs, gaps in coverage desired across multiple providers and treatment options and insurance plans, including Medicaid and Medicare.</p> <p>Consider:</p> <ul style="list-style-type: none">• Leveraging search capabilities currently available through individual insurance plans and expanding these searches to include out-of-network costs.

	<ul style="list-style-type: none"> Leveraging the insurance plan comparison capability provided by Connect for Health Colorado, the state's insurance marketplace, to the larger insurance plan marketplace.
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#2. Understand all my costs for a health-related service before it's done	
Gap	<p>Lack of ability for consumers to conduct true cost comparison assessments that are relevant to their specific needs prior to committing to a specific provider or treatment.</p> <p>Lack of a “no surprises” approach to understanding the costs of care for a consumer’s particular situation.</p>
Rationale	<p>There are many sites available that provide aggregated or average costs for a procedure or treatment. However, the information provided by these sites vary by geography, insurance plan, health system, and the cohort included in the aggregation. Even information available to members of a specific health system insurance plan is not usually personalized to the individual.</p> <p>Few if any of these resources help the consumer down a path that would give them an accurate estimate of the costs to be incurred in a particular situation.</p>
Approach	<p>Develop and implement individualized cost estimators that a consumer can use to customize their requirements including a specific provider and the service to be performed, within the context of the consumer’s health needs and insurance plan circumstances.</p> <p>The cost estimator should be personalized provide a good estimate of the person’s total costs as well as the anticipated out-of-pocket expenses.</p> <p>Consider leveraging the capabilities offered by the Center for Improving Value in Health Care (CIVHC)¹. While CIVHC’s tools are based on claims data, they offer a variety of search capabilities that could be incorporated in future tools that are personalized to the consumer.</p> <p>Consider providing a resource that will guide a consumer through a</p>

¹ CIVHC public tools website <https://www.civhc.org/get-data/public-data/>

	<p>personalized search for cost information.</p> <p>Note: As of January 1, 2019, hospitals were required to post their list prices online². However, subsequent comments have described why this action alone is not sufficient to assist consumers in making meaningful decisions.</p> <p>Colorado has passed many statutes relating to empowering consumers in health and wellness. These are listed in the Current State Report.</p>
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#3. Understand the value and risks to me of particular health-related service or decision	
Gap	<p>Lack of ability to meaningfully compare the risks, benefits, alternatives, and costs of a health-related service across providers that is in context with the person's specific circumstances.</p> <p>Difficult to compare quality of service among providers.</p>
Rationale	<p>While there are a multitude of quality measurement programs such as the Physician Quality Reporting System (PQRS)³ and CMS Star Ratings⁴ among others, to which providers must contribute information, these ratings generally do not provide meaningful information to the consumer who is seeking personalized information for a specific service or treatment. Many consumers don't even know the ratings exist.</p> <p>To be a well-informed consumer – and make sound decisions about the value of a health-related service – consumers must be able to understand the costs, risks, alternatives, and benefits which could be derived. A meaningful comparison capability – relevant to the situation – will enhance consumer engagement and decision-making.</p>
Approach	<p>Provide the ability to compare risks, alternatives, costs, and benefits of services to a consumer – within the context of their situation – across providers and care options regardless of whether or not they are in the consumer's insurance plan network.</p> <p>The results should provide personalized information to supplement/complement discussions with a healthcare provider.</p>

² Federal Register, Medicare Program.. <https://www.federalregister.gov/documents/2018/08/17/2018-16766/medicare-program-hospital-inpatient-prospective-payment-systems-for-acute-care-hospitals-and-the> (Accesses May 25, 2019)

³ PQRS https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/PQRS/Downloads/PQRS_OverviewFactSheet_2013_08_06.pdf

⁴ CMS Star Ratings for Medicare Insurance Plans, <https://www.medicareinteractive.org/get-answers/medicare-health-coverage-options/changing-medicare-coverage/how-to-compare-plans-using-the-medicare-star-rating-system>

#4. Understand what and why I've been billed for certain health-related services

Gap	<p>Lack of meaningful explanation of the charges incurred for health-related services. This results in a lack of ability for the consumer to determine if the charges are correct.</p> <p>Neither an aggregated one-line description of the total costs nor a list of costs so specific as to be unintelligible is desired by consumers.</p>
Rationale	<p>The documentation provided to consumers relating to healthcare payment information (Explanation of Benefits) generally is a high-level aggregation of charges or codes that make little or no sense to them. As a result, consumers are not able to check their statement for accuracy.</p>
Approach	<p>Provide access to transparent explanations of charges from providers presented in a manner that is understandable to the consumer. The explanation should be detailed enough for the consumer to understand the context of the charge, but not so detailed as to lose all context.</p> <p>Consider legislation to require all healthcare related charges and Explanation of Benefits to be presented in ways an average consumer can readily understand.</p>

#5. (Understand how I can) Attain / Maintain a healthy lifestyle.

Gap	<p>While there are an abundance of standalone tools and apps that consumers can use to assist them in determining their own physical status, consumers generally cannot easily integrate this information into the context of their overall health. Most of the tools and apps do not link to a person's other health-related information.</p>
Rationale	<p>There are tools available that assist a person to monitor their own health and wellness. Generally, these are standalone tools and do not link to a person's complete health information. This results in additional data points but lacks the context of a person's particular circumstances that is needed for the individual to make informed decisions. A person needs to understand the impact of information and their choices as they continue their journey to achieve their optimum level of wellness.</p>
Approach	<p>Develop tools that provide secure, private access to the type of information that helps a consumer understand the context of their information being</p>

	<p>captured in various lifestyle tools and devices and the potential impact on them.</p> <p>Promote the improved interoperability of monitoring tools and their ability to create personal health status dashboards with options and links to information that assists the consumer to put the information in context.</p> <p>Encourage the consumer to communicate and discuss this adjunct information with an appropriate health or wellness provider/coach.</p> <p>Consider supporting development of tools that provide context sensitive information to the consumer in a secure, private manner that includes links or pointers references to trustworthy reference information.</p>
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Other Significant Gaps Identified

In addition to the high-priority needs identified by Colorado consumers, the project identified other gaps in health-related information, tools, and services that are essential for improved consumer engagement. Those gaps, rationale and recommended approaches are described below.

Quality Comparison	
Gap	Lack of ability to easily compare quality ratings across providers of the consumer's choice.
Rationale	<p>There are many resources that provide various types of quality ratings of providers. However, each site has its own criteria and measures, different cohorts being measured, and generally non-specific and aggregated or averaged results.</p> <p>Cross-organizational comparisons in an interactive way are missing.</p>
Approach	Provide tools for consumers that are searchable across multiple organizations – that are consistent across providers – and understandable and relevant to the consumer.

Locate Trustworthy Health Information	
Gap	Lack of ease in locating trustworthy health-related information.
Rationale	Consumers are uncertain as to where to begin their searches for health-

	<p>related information.</p> <p>More than 50% of survey respondents reported that finding the right information was not easy.</p> <p>There are many sources for information on medical conditions, treatments, medications, and other remedies. A general internet search will produce hundreds of references, however, not all sites provide trustworthy unbiased information. Consumers are often uncertain which information to trust.</p>
Approach	<p>Consider tools or services which can direct consumers to trustworthy unbiased health-related information.</p> <p>Provide resources that enable the consumer to customize searches to meet their individual needs.</p> <p>A more detailed requirement could include artificial intelligence aided searches or some form of information navigators.</p>

Easy Search Capability

Gap	Lack of capability for consumers to easily search across multiple resources for information relevant to them.
Rationale	Information resources are scattered. Some resources contain information on a variety of topics, while others focus in-depth on areas that are specific to that organization's services. Until a consumer actually scans a particular resource, it is difficult for them to know if it contains relevant information.
Approach	Develop a curated compendium of available health-related information, tools, and services along with information on the entities that provide them.

Awareness of Health-Related Information, Tools, and Services

Gap	Many consumers are not aware of, or know how to access, the health-related information, tools, or services that may be available to them.
Rationale	There are a wide variety of resources available for Coloradans to access health-related information. However, many of these resources are unknown to those who could benefit from them.
Approach	Develop a resource that provides a clear explanation of how a Coloradan would request information, by channel ⁵ , and how to apply that information.

⁵ A channel may include online, telephone, walk-in, mail, etc.

Connection Capability

Data Collection Tool	
Gap	The initial data collection tool developed to collect information for this project does not have the capability to process health-related requests by researches or consumers.
Rationale	There is a need for additional information and increased functionality to understand and manage the knowledge associated with Colorado's health-related information, tools, and services.
Approach	<p>Consider leveraging the existing tool developed for this project and expand its capabilities and features in a more robust collection and search tool.</p> <p>Coordinate with other Roadmap workgroups, such as Care Coordination and Identity Management, to ensure that requirements for capabilities and functionality are harmonized across Roadmap initiatives.</p> <p>Consider adding this new tool/compendium to the enterprise service bus maintained by OIT.</p>

Consumer-Focused	
Gap	Lack of a consumer-focused, life events-based, search capability by which a consumer might locate or request health-related information.
Rationale	Consumers search for information that is relevant to them, at a specific point in time, and for a specific reason.
Approach	<p>Enable Coloradans to tailor or fine tune their search requests and ensure that the response is tailored to the individual requestor's situation.</p> <p>A more detailed requirement would be to use an N-tiered architecture⁶ for maximum flexibility across channels.</p>

⁶ N-tier application architecture provides a model by which developers can create flexible and reusable applications https://en.wikipedia.org/wiki/Multitier_architecture

Governance & Policy

Curated List of Coloradans' Health-Related Information Resource Needs	
Gap	Lack of a designated entity to maintain a curated list of Coloradans' health-related information needs.
Rationale	As Coloradans' needs for health-related information continue to grow and change, it is important to understand those needs (the demand) so that efforts to provide the information (the supply) can be focused and relevant. This will help prevent future gaps and overlaps in the availability of health-related information, tools, and services.
Approach	Designate and empower an entity to maintain a curated list of Coloradans' health-related information needs.

Curated List of Health-Related Information, Tools, and Services	
Gap	Lack of a designated entity to maintain a curated list of health-related information, tools, and services.
Rationale	As increasing amounts of health-related resources become available (the supply), it is critical that consumers be directed to resources whose relevance and accuracy has been established.
Approach	The same entity designated and empowered to maintain a curated list of Coloradans' health-related information needs, and the reasons by which they are triggered, should maintain this list.

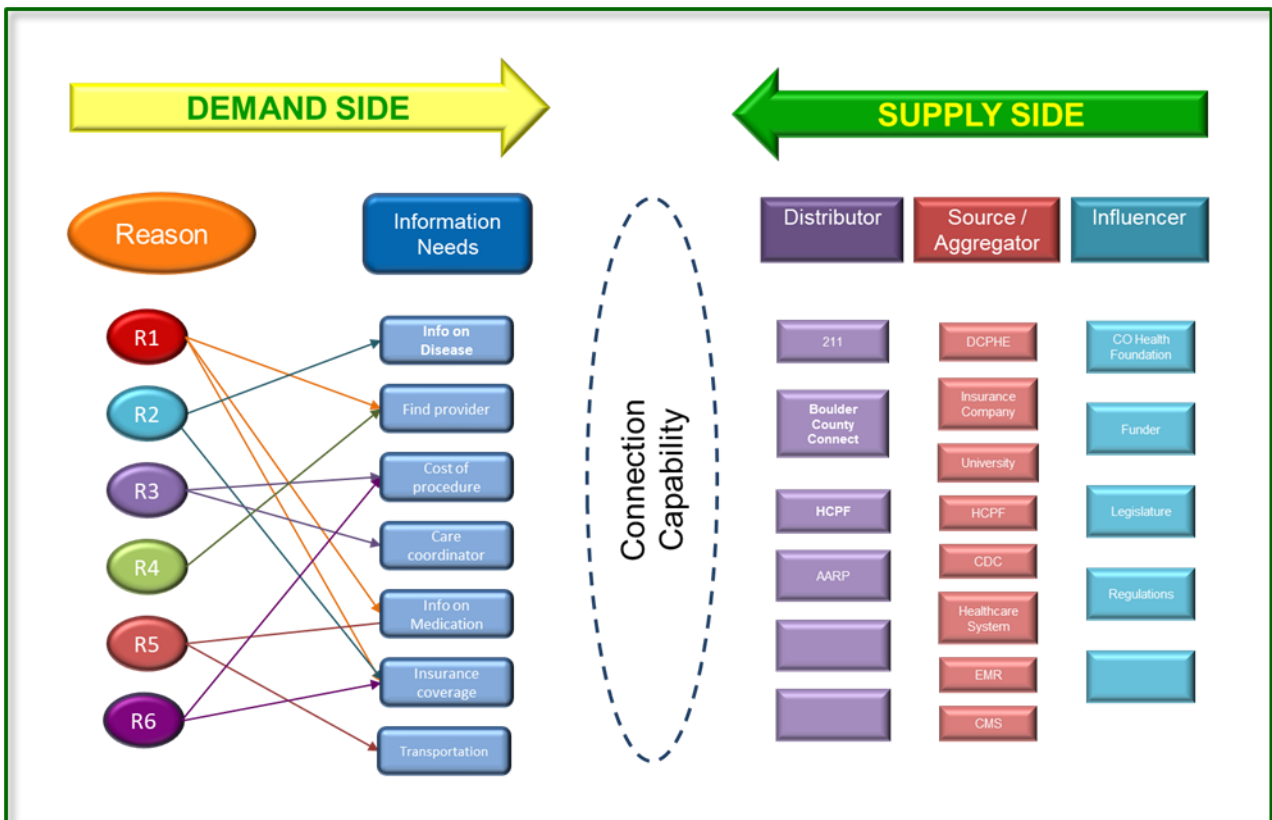
Correlate Consumer Needs with Available Resources	
Gap	Lack of a designated entity (or entities) to correlate Coloradans' health-related information needs (Demand) with the available health-related information, tools, and services (Supply).
Rationale	As needs for health-related information continue to grow and resources to meet those needs are constantly created, it is important to match Coloradans' evolving needs with the expanding number of resources so that consumers have the opportunity to be referred (by their request) to the most relevant, up-to-date information for them.

Approach	The same entity described above should be designated and empowered to maintain the detailed correlations between Coloradans' need for health-related information, tools, and services and their availability.
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Role of State in Health-Related Information Resources	
Gap	Uncertainty regarding the State's preferred role in collecting, maintaining, mediating, and curating health-related information resources in Colorado.
Rationale	It is unclear what role the State could – or should – assume in assisting Coloradan's to access health-related information, tools, and services.
Approach	<p>Consider developing policies that indicate the State's preferred role in collecting, maintaining, mediating, and curating health-related information resources in Colorado.</p> <p>Note: It is anticipated, and expected, that the state's initial role might change over time.</p>

High-Level Recommended Approaches

SUPPLY & DEMAND



Given the gaps and requirements identified to date, Mosaica recommends a solution approach that involves dividing the next phase of the initiative into four separate but interrelated competency and activity tracks. The recommended tracks are:

- Demand Side
- Connection Capability
- Supply Side
- Governance & Policy

To ensure the coordination of all four interrelated tracks – and coordination with other Roadmap initiatives – a dedicated project lead is recommended for the next phase. This person should be supported by a project manager familiar with health information and health information technology. The four tracks are further described below.

Demand Side

Establish a two-way dialog with Coloradans to:

- Better understand, and document (by cohorts), the life events and other situations that would cause them to need health-related information,
- Better understand the specific types of health-related information – and the source and trustworthiness of that information – that correspond to the identified life events and other situations,
- Better understand, and document by cohort(s), the channels Coloradans prefer to use to request and receive health-related information,
- Better understand, and document, metrics and stakeholder focused key performance indicators (KPIs) to assess Coloradans’ actual success at locating, requesting, receiving, and employing the appropriate health-related information.

Connection Capability

Begin the process of implementing an improved connection capability:

- Design, develop, and implement a virtual, multi-channel capability engine (tools and processes) to enable Coloradans to easily locate, identify, understand, request, and receive the health-related information they need.
- Begin making health-related information that is **currently available**, and which also meets Coloradans’ defined health-related information needs, **as soon as practical**.

Supply Side

Establish a two-way dialog with organizations to:

- Continue to add additional appropriate entities to the pool of organizations that distribute, supply, and influence health-related information of interest to Coloradans.
- Better quantify the specific types and uses of health-related information they distribute, source/aggregate or influence.
- Understand the needs for a more robust IT approach to collect, store and retrieve information from a compendium or directory about the various organizations involved in providing health-related information to Coloradans.

Policy & Governance

Understand the impacts and further activities related to the health care legislation recently enacted in Colorado. See the “Current State Report” for a listing of this legislation.

Work closely with Colorado's Office of Saving People Money on Health Care⁷ to continue to understand the demand side needs as they evolve and coordinate the activities for filling of gaps on the supply side.

Establish a governance function to:

- Better understand the state's role in collecting, maintaining, mediating, curating health related-information resources of interest to Coloradans.
- Curate and mediate the health-related information being provided directly or indirectly by various organizations.
- Coordinate with other state agencies, departments, and bureaus to ensure health-related information they collect, or hold, is made available to satisfy Coloradans' health-related information needs.
- Coordinate similarities between the compendium of entities providing health-related information – other than health care providers – and the compendium of medical providers known as the provider directory.

Closely monitor the Federal Senate Bill Lower Health Care Costs Act of 2019⁸ which addresses the following:

- Ending Surprise Medical Bills
- Reducing the Prices Of Prescription Drugs
- Improving Transparency In Health Care
- Improving Public Health
- Improving the Exchange Of Health Information

Next Steps

The next step is to prepare the project's Final Report which will contain an aggregation and assessment of the results of the project's research activities as well as input and feedback received by key reviewers.

⁷ <https://www.colorado.gov/pacific/ltgovernor/office-saving-people-money-healthcare>

⁸ Lower Health Care Costs Act of 2019

https://www.help.senate.gov/imo/media/doc/LHCC%20Act%20Discussion%20Draft%205_23_2019.pdf