

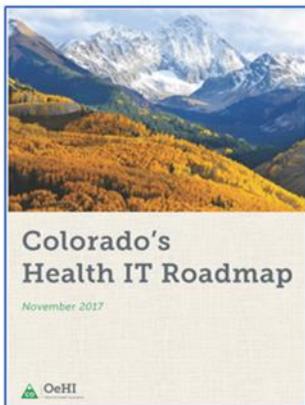
# State of Colorado



## Consumer Health Engagement Project Discover Phase

## Final Report

A Colorado Health IT  
Roadmap Initiative



Prepared by

**Mosaica Partners**

**June 27, 2019**



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## Introduction

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In its effort to improve health and wellness of Coloradans and to lower the cost of healthcare, Colorado desires that its residents have access to timely, accurate, and relevant health-related information, tools, and services. Presently, there is no statewide coordination of these health-related information resources.

The overall purpose of this project is to support Initiative #2 of Colorado's Health IT Roadmap (Roadmap), "Promote and Enable Consumer Engagement, Empowerment, and Health Literacy." In the State's line-item budget, this project is referred to as, "The Colorado Consumer Portal for Health Initiative"<sup>1</sup>.

There are three phases for this initiative. They are Discover, Plan, and Implement. This project addressed the Discover Phase<sup>2</sup>.

The purpose of the Discover phase of the project was to:

1. Understand what health-related information, tools, and services Colorado residents want and need to become more informed about, empowered, and engaged in their health and well-being.
2. Develop and document an inventory of health-related capabilities and resources, both locally and nationally, that are currently available to Coloradans.
3. Identify gaps in making health-related resources available to consumers.
4. Provide high-level recommendations and suggested approaches to fill the gaps.

The Discover phase of the project accomplished each of the above objectives. A statewide survey provided insight into how Coloradans ranked the priority of health-related information resources, over 300 organizations – and the health-related information resources they provide – have been identified and catalogued in a purpose-built tool, and gaps that would affect the future "Plan" and "Implement" phases of the Initiative have been identified and documented.

Work on the Discover phase of the project began in November 2018 and concluded in June 2019. A series of interim project reports describing activities, findings, and conclusions that were developed in each of the prior phases of this project are included in this report as appendices.

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<sup>1</sup> The Colorado Consumer Portal for Health Initiative (Portal)" page 2,  
[https://leg.colorado.gov/sites/default/files/images/19\\_jtc\\_department\\_budget\\_requests.pdf](https://leg.colorado.gov/sites/default/files/images/19_jtc_department_budget_requests.pdf)

<sup>2</sup> Colorado's Health IT Roadmap, November 2017, Page 38,  
<https://www.colorado.gov/pacific/sites/default/files/atoms/files/Colorado%20Health%20IT%20Roadmap%20FINAL%2011-15-2017.pdf>

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## Executive Summary

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This Report describes one of three phases (Discover, Plan, and Implement) of the Colorado Health IT Roadmap initiative #2, “Promote and Enable Consumer Engagement, Empowerment, and Health Literacy”<sup>3</sup>. The purpose of the initiative is to provide health-related information, tools, and services that support Coloradans’ efforts to become more knowledgeable and proactive in their health and well-being.

This phase, **Discover**, addresses the following:

1. Understand what health-related tools, information, and services Colorado residents want and need to become more informed about, empowered, and engaged in, their health and well-being.
2. Develop and document an inventory of health-related capabilities and resources, both locally and nationally, that are currently available to Coloradans.
3. Identify gaps in making health-related resources available to consumers.
4. Provide high-level recommendations and suggested approaches to fill the gaps.

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 understanding and supporting an individual on their journey toward their personal health-related 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:

- Where can I find opportunities to engage?
- 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?
- What might prevent me from taking action (barriers)
- How can those barriers be overcome?

In general, personalized and individualized answers to these questions are not easily found. Today’s health-related resources are, for the most part, a mix of aggregated results, averages

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<sup>3</sup> The Colorado Consumer Portal for Health Initiative (Portal)” page 2,  
[https://leg.colorado.gov/sites/default/files/images/19\\_jtc\\_department\\_budget\\_requests.pdf](https://leg.colorado.gov/sites/default/files/images/19_jtc_department_budget_requests.pdf)

of quality scores, average costs, and resource-focused – versus individual-focused responses.

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

This report describes the path the project followed to understand and document Coloradans’ health-related information wants and needs – through interviews, focus groups and surveys.

It then provides a high-level overview of health-related information, tools, and services currently available in Colorado – including federal and national tools – as well as examples of state-specific tools being offered outside Colorado. Summaries of key Colorado and Federal legislation and regulations are also included.

The Summary of Identified Gaps section highlights the gaps in health-related information, tools and services that Coloradans said they need – versus the availability of those resources.

The final section in this report describes the Recommendations and Suggested Approaches for addressing the identified gaps and moving to the “Plan” phase of the initiative.

Interim reports describing activities, findings, and conclusions that were created during this project are provided as appendices to this report.

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## Project Organization and Timeline

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The project involved a Core Team of individuals from Colorado's Office of eHealth Innovation (OeHI) and Mosaica Partners that designed and implemented the project; and a Workgroup comprised of subject matter experts that provided advice and perspective to the project.

### Project Core Team

**Carrie Paykoc, Project Executive**

*Interim Director  
Office of eHealth Innovation and  
Health IT Coordinator*

**Kristie La Barge**

*State Agency Coordinator  
Office of eHealth Innovation*

**John Foster**

*Intern, Office of eHealth Innovation*

**Laura Kolkman, Project Lead**

*President  
Mosaica Partners*

**Bob Brown**

*VP, Professional Services  
Mosaica Partners*

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### Workgroup Members

**Tania Zeigler, Co-Chair**

*Director, Enterprise Digital Performance  
Digital Experience Center  
Kaiser-Permanente*

**Gary Drews, Co-Chair**

*President & CEO, 9Health*

**Adella Flores-Brennan**

*Executive Director, Colorado Consumer  
Health Initiative*

**Antoinette Taranto**

*Chief Customer Office, Dept of Health Care  
Policy and Financing*

**Dr. Cara Beatty**

*President and Chief Medical Officer  
SCL Physicians, for SCL Health*

**Cindy Wilbur**

*Director Community Resource Network  
Quality Health Network*

**Evon Holladay**

*Consumer and Innovator*

**Heather Culwell**

*State Health Initiatives  
CORHIO*

**Leah Spielberg**

*Grants Director  
Health Care Policy and Financing*

**Mary Anne Leach**

*(former) Dir. Office of eHealth Innovation*

**Micah Jones**

*Health IT Coordinator  
Dept. of Health Care Policy and Financing*

**Michele Lueck**

*President and CEO  
Colorado Health Institute*

**Sarah Eaton**

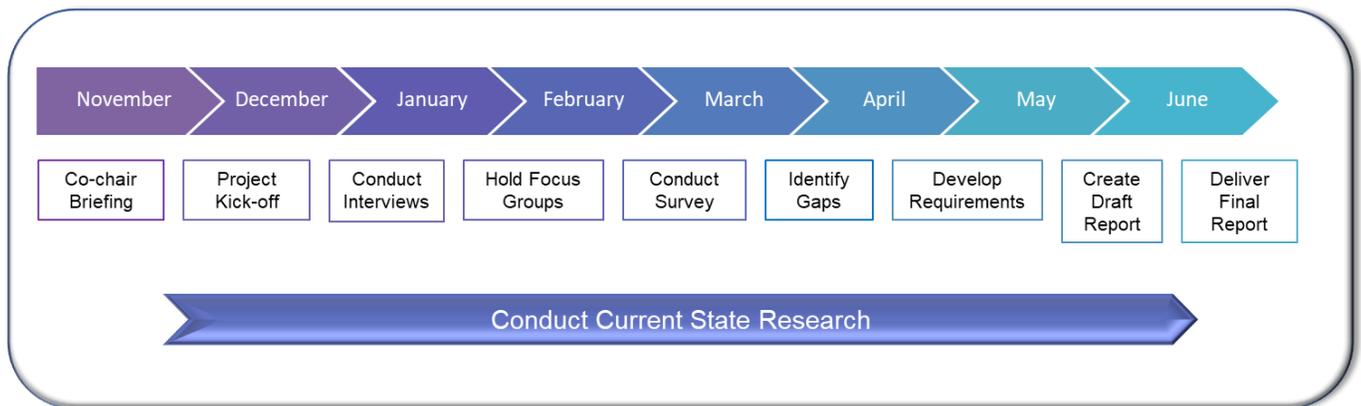
*Health Care Policy and Financing*

**Shi Lynn Coleman**

*Workforce & Population Health Program  
Manager at Colorado State Innovation Model*

## Project Timeline

The project ran from November 2018 through June 2019. The following graphic shows the major project activities and the timeframe in which they occurred.



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## Project Process

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### *Consumer Interviews*

In December, Laura Kolkman, of Mosaica Partners, conducted individual interviews with 22 key stakeholders around Colorado. A list of the interviewees can be found in the Consumer Interview Summary Report in Appendix A.

#### **Purpose**

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

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

#### **Summary of Findings from Interviews**

The overall findings from the interviews are summarized below.

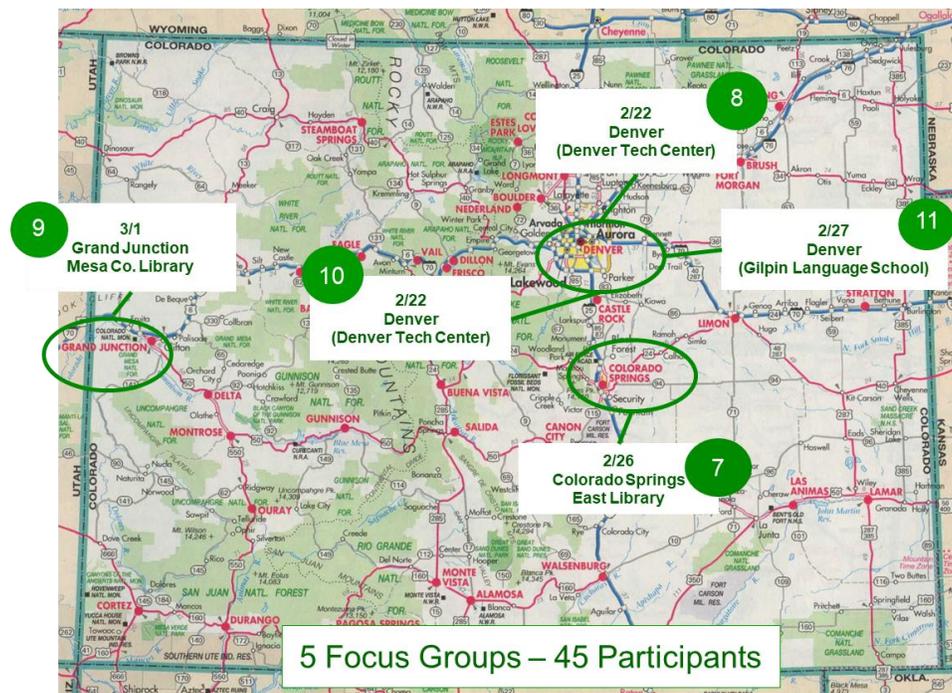
- There is so much information available that consumers don't know where to start or what to trust.
- There is no lack of resources or sites at which to access information. What is lacking is impartial, person-centric, trusted, relevant, and complete information.
- People want information that's relevant to them, easy to find, and easy to understand.
- Many of the available health information resources focus on "tying" the person to the provider or payer and are not person centric.
  - What 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 limit a person's choices of treatment, provider, approach, payment, and options.
- Pricing and quality information are opaque and complex – making informed decisions difficult.

The findings from the interviews contributed to the development of the agendas for the subsequent Focus Groups.

## Consumer Focus Groups

Five focus groups were held around the state. A total of 45 consumers participated in discussions relating to their needs for health-related information.

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



## Summary of Key Findings from Focus Groups

### Key barriers that are preventing consumers from effectively using health information tools

- Lack of easy access overall
- Lack information to help me be accountable
- Lack of easy communication & coordination with and among providers
- Community resources are difficult to find
- System is too complex for the lay individual to easily understand or navigate
- Lack of access to alternative treatment knowledge or options
- Connectivity lacking in rural or frontier areas
- Lack of cost / quality transparency
- Hard to find current information

- Incomplete information / lack of sharing of information
- Information is payer / provider centric and not focused on the consumer
- Privacy policies – and how they are implemented – are confusing
- Tools are confusing and not always helpful
- Lack understanding of where to look for, or where to begin to find, relevant and timely information

### **Key health-related information needs identified by the Focus Group participants**

- Access to my provider from a location convenient for me
- Understandable reports and easy access to my health and claims information
- Explore alternative options
- Communication from providers so I know what's happening and what my responsibilities are
- Better care coordination
- More cost transparency to help me make better decisions
- More education on my options
- Easy to locate and understand information about my insurance
- Understand options for my health care and wellness
- Make the information person-centric
- Easily share my health-related information with those I designate
- How to know where to start looking for information

For additional information on the Focus Groups, see the “Summary of Focus Groups Report” in Appendix B.

The information from the Focus Groups correlated strongly with that obtained from the Interviews and contributed to the contents of the survey.

## Consumer 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 individual stakeholder interviews, five Consumer Focus Groups, receiving input from the Colorado Consumer Engagement project team, the project Workgroup, a review of Colorado documents, and Mosaica Partners’ knowledge of the environment.

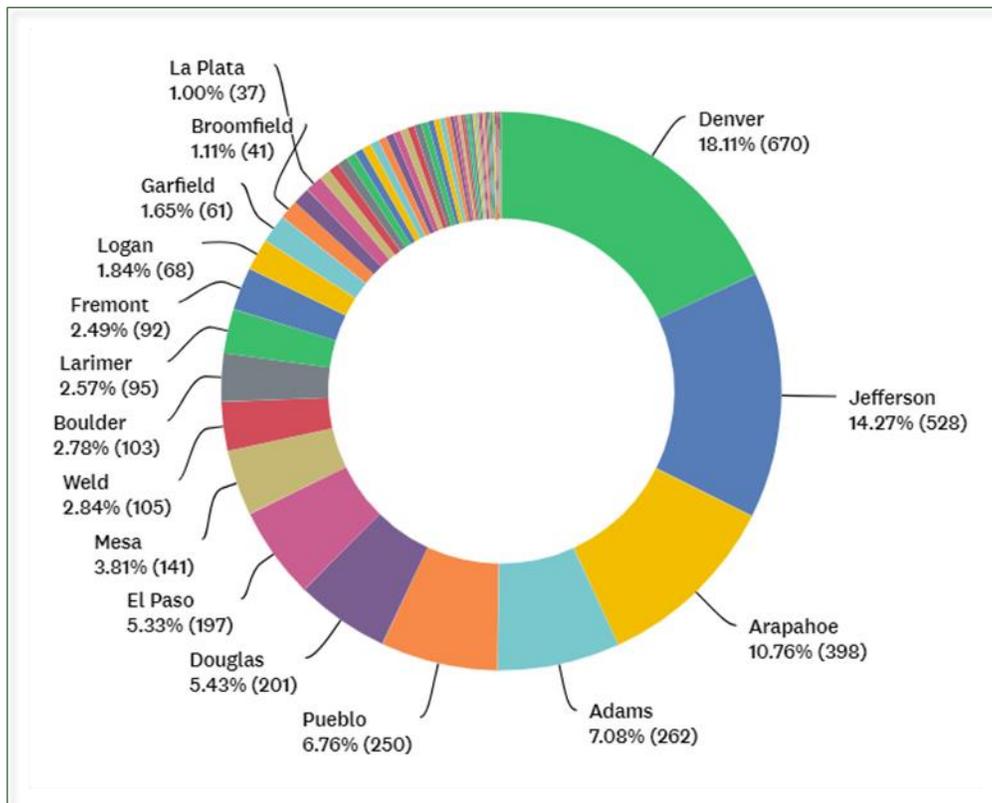
The Colorado Office of eHealth Innovation coordinated the distribution of the survey. With the assistance of 46 organizations, invitations to participate in the survey were distributed to a wide range of stakeholders around the state.

Over 3,700 individuals, representing 62 of Colorado’s 64 counties, responded to the survey.

For additional information on the Focus Groups, see the “Consumer Survey Findings Report” in Appendix C.

### Counties Represented by Survey Respondents

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



## Priority Importance Ranking Results from Survey

Respondents were asked to select, from a list of 23 reasons, those that were most important to them for seeking health-related information. They were also asked to identify the reasons that were least important to them.

Based on the survey responses, the reasons for seeking health-related information were ranked in the order shown below, with Rank 1 being rated as most important by the respondents.

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 English Language version versus Spanish Language version Rankings

There were a limited number of responses (21) to the Spanish language version of the survey. However, some observations regarding the similarities and differences in ranking between the two versions are worth noting.

In both versions of the survey, respondents' views of the first four priorities are the same – cost and value. After the first four priorities, however, the ranking of importance becomes more diverse.

Those who responded to the English version identified finding treatment information, obtaining access to records, and finding a new care provider as relatively high importance to them. In the responses to the Spanish language survey these needs were ranked significantly lower.

Conversely, those who responded to the Spanish language version of the survey identified needing assistance in finding a health navigator or coordinator, understanding assistance available, and finding community support resources as relatively high importance. The responses to the English language survey ranked these needs much lower.

While no general conclusions can be drawn from these observations, further exploration is warranted – especially to obtain a higher response rate of a Spanish language survey. Comparison of results from English and Spanish versions of the survey are show below.

### English 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
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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

### Spanish Language Version

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
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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

## Current State Assessment

The project team undertook a current state assessment. This assessment included identifying health-related information resources in Colorado, in other states, and nationally/federally. While numerous resources were identified, the list is not complete – nor will it ever be – as the resource environment is constantly changing.

### Colorado’s Health Information Availability Tool

To enhance the data gathering process a [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.

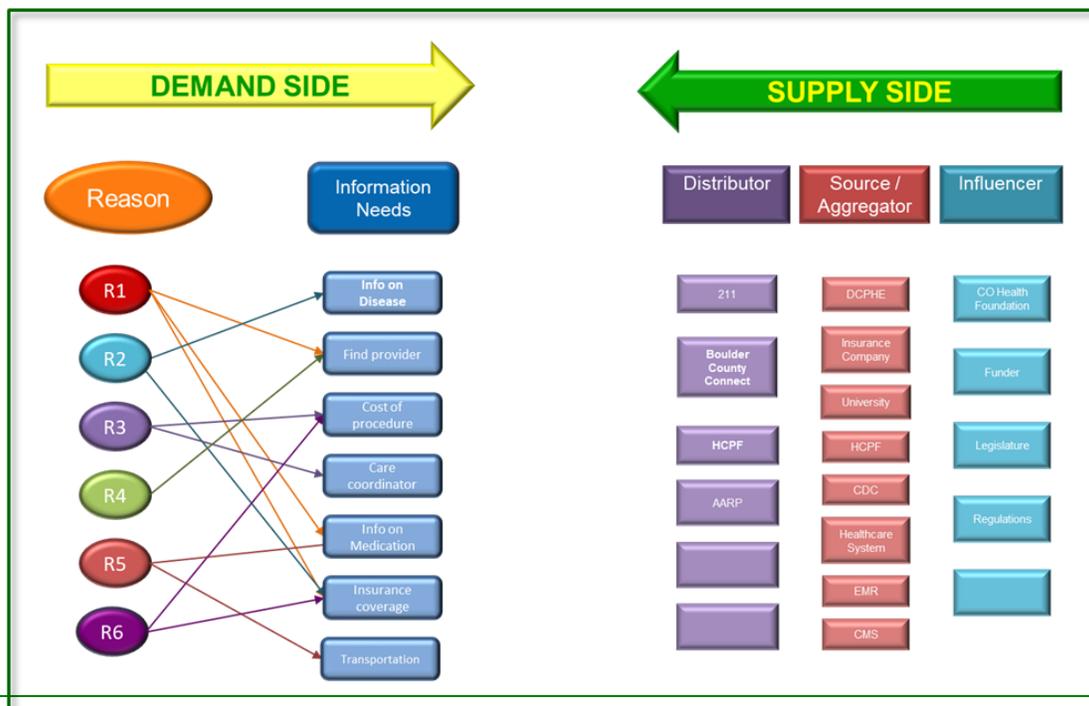
The current state of available health-related resources documented in the tool is not a complete listing and should be regarded as a subset of the information, tools, and services actually available to Coloradans.

For additional information on the assessment of the current state, see the “Current State Description Report” in Appendix D.

### 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 diagram 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 health-related information supply chain.

## Information 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 directly to their members or the public at large. Distributors may either produce information themselves or reproduce information generated by others.

### **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 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.

## Information 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 then linked to specific information needs.

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 Colorado's Provider Directory.

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

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

- State and federal agencies and departments
- Insurance (payer) companies
- Health care providers
- Numerous non-profit special focus organizations
- For profit entities trying to sell products or services

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

## Examples of Tools and Services Available in Colorado

Examples of specific health-related information, tools, and services available in Colorado can be found in the Current State Report which is included in appendix D of this report.

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.	<a href="https://www.9healthfair.org/etools/">https://www.9healthfair.org/etools/</a>
All Payers Claims Database	Center for Improving Value in Health Care (CIVHC)	Consumers can use the interactive information from the All Payers Clams Database (APCD) to search for prices and quality at various facilities.	<a href="https://www.civhc.org/get-data/public-data/">https://www.civhc.org/get-data/public-data/</a>
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.	<a href="https://www.coloradohealthinstitute.org/research/colorado-health-access-survey">https://www.coloradohealthinstitute.org/research/colorado-health-access-survey</a>
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.	<a href="http://connectforhealthco.com/">http://connectforhealthco.com/</a>
My Health Manager	Kaiser Permanents	For Kaiser members only, allows access to provider notes.	<a href="https://thrive.kaiserpermanente.org/thrive-together/live-well/new-online-tools-now-available-in-colorado">https://thrive.kaiserpermanente.org/thrive-together/live-well/new-online-tools-now-available-in-colorado</a>
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.	<a href="https://211colorado.communityos.org/cms/node/164">https://211colorado.communityos.org/cms/node/164</a>
Boulder County Connect	Boulder County - Dept. of Housing & Human Services (HHS)	Platform to connect available support services in Boulder County.	<a href="https://bouldercountyconnect.force.com/Home">https://bouldercountyconnect.force.com/Home</a>

Name of Tool / Resource	Organization	Description	URL
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.	<a href="http://blueguide.cohealthinitiative.org/">http://blueguide.cohealthinitiative.org/</a>
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.	<a href="https://coloradopeak.secure.force.com/">https://coloradopeak.secure.force.com/</a>

## Examples of Tools and Services Available in Other States

The following shows a subset of the 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 identified is contained in the Current State Report and 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.	<a href="https://azhealthliteracy.org/what-you-should-know">https://azhealthliteracy.org/what-you-should-know</a>
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 .	<a href="https://dhin.org/">https://dhin.org/</a>



State	Name of Tool / Resource	Organization	Description	URL
US	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.	<a href="https://engagedpatients.org/resource-areas/">https://engagedpatients.org/resource-areas/</a>
FL	Florida Health Finder	Florida Health Finder	Compares plans and providers.	<a href="http://www.floridahealthfinder.gov/index.html">http://www.floridahealthfinder.gov/index.html</a>
KS	HealthQuest	State of Kansas	Provides access to various health and wellness resources for Kansans.	<a href="http://www.kdheks.gov/">http://www.kdheks.gov/</a>
ME	Compare Maine	Maine Health Data Organization	Compares average total cost of procedures and health facilities around the state.	<a href="http://www.comparemaine.org/?page=choose#">www.comparemaine.org/?page=choose#</a>
MI	VerifyMicare	MI Health and Hosp. Assn.	Quality information for all Michigan Hospitals.	<a href="https://verifymicare.org/">https://verifymicare.org/</a>

## Examples of Current Colorado Health-Related Information 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.

### **HB19-1001 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>

### **HB19-1004 - Proposal For Affordable Health Coverage Option**

The bill requires the department of health care policy and financing and the division of insurance in the department of regulatory agencies (departments) to develop and submit a proposal (proposal) to certain committees of the general assembly concerning the design, costs, benefits, and implementation of a state option for health care coverage.

<http://www.leg.colorado.gov/bills/hb19-1004>

### **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>

### **HB19-1150 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>

### **HB19-1216 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>

### **SB19-004 Address High-cost Health Insurance Pilot Program**

The bill modernizes laws authorizing health care cooperatives in the state to incorporate consumer protections such as coverage for preexisting conditions and to encourage consumers to help control health care costs by negotiating rates on a collective basis directly with providers.

[http://www.leg.colorado.gov/sites/default/files/2019a\\_004\\_signed.pdf](http://www.leg.colorado.gov/sites/default/files/2019a_004_signed.pdf)

### **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>

## Examples of Related 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 currently 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 Information<sup>4</sup>

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 21<sup>st</sup> Century Cures Act<sup>5</sup> 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 21<sup>st</sup> Century Cures Act<sup>6</sup> 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 data are

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<sup>4</sup> Health Information Portability and Accountability Act (HIPAA), HealthIT.Gov  
<https://www.healthit.gov/topic/privacy-security/your-health-information-rights>

<sup>5</sup> Federal Register, 21<sup>st</sup> Century Cures Act, <https://www.congress.gov/114/bills/hr34/BILLS-114hr34enr.pdf>

<sup>6</sup> Ibid.

made available to the public, subject to privacy release approvals and the availability of computing resources<sup>7</sup>.

### **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 costs<sup>8</sup>.

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 Procedure Price Lookup<sup>9</sup> 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 procure.

### **Lower Health Care Costs Act of 2019<sup>10</sup>**

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.

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<sup>7</sup> CMS Data set access, <https://www.cms.gov/openpayments/explore-the-data/dataset-downloads.html>

<sup>8</sup> 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>

<sup>9</sup> CMS Procedure Lookup Tool, <https://www.medicare.gov/procedure-price-lookup/>

<sup>10</sup> Lower Health Care Costs Act of 2019 [https://www.help.senate.gov/imo/media/doc/LHCC%20Act%20Discussion%20Draft%205\\_23\\_2019.pdf](https://www.help.senate.gov/imo/media/doc/LHCC%20Act%20Discussion%20Draft%205_23_2019.pdf)

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## Summary of Identified Gaps

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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 Importance Health-Related Information Needs

The results of the survey, conducted as part of this project, identified the ranked importance of health-related information needs from the consumer's perspective. Below are the five highest ranked health-related needs identified by the survey, followed by other significant gaps identified by this project.

#### **#1. Understand my insurance options and costs.**

Lack of Coloradans' ability to easily understand their options under their insurance plan(s) and how the different choices they make could impact their coverage, their choice of provider, and their out-of-pocket expenses.

#### **#2. Understand all my costs for a health-related service before it's delivered.**

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.

Lack of a "no surprises" approach to understanding the costs of care for a consumer's particular situation.

#### **#3. Understand the value and risks to me of a particular health-related service or decision.**

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.

Difficult to compare quality of service among providers.

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

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.

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.

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

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.

## **Other Significant Gaps Identified**

In addition to the high-importance needs identified by Colorado consumers, the project team identified additional gaps in health-related information, tools, and services that are essential for improved consumer engagement. Those gaps, and the rationale for why it was identified as a gap, and recommended approaches are described below.

### **Informational Gaps**

- ▲ **Awareness of Health-Related Information, Tools, and Services**  
Many consumers are not aware of, or know how to access, the health-related information, tools, or services that may be available to them.
- ▲ **Easy Search Capability**  
Lack of capability for consumers to easily search across multiple resources for information relevant to them.
- ▲ **Locate Trustworthy Health Information**  
Lack of ease in locating trustworthy health-related information.
- ▲ **Quality Comparison**  
Lack of ability to easily compare quality ratings across providers of the consumer's choice.

## Systemic Gaps

In addition to gaps in health-related information resources, the project identified broader systemic gaps. They are described below.

### ▲ **Connection Tool**

A tool, tool set, or capability to intelligently connect a consumer with the relevant information they seek – from a broad array of sources – is not widely available.

### ▲ **Consumer-Focused**

Lack of a consumer-focused, life events-based, search capability by which a consumer might locate or request health-related information.

### ▲ **Enhanced Data Collection Capability**

The initial data collection tool developed to collect information for this project does not have the capability to process health-related requests by researchers or consumers.

## Governance & Policy Gaps

### ▲ **Role of State in Health-Related Information Resources**

Uncertainty regarding the State's preferred role in collecting, maintaining, mediating, and curating health-related information resources in Colorado.

### ▲ **Curated List of Coloradans' Health-Related Information Resource Needs**

Lack of a designated entity to maintain a curated list of Coloradans' health-related information needs.

### ▲ **Curated List of Health-Related Information, Tools, and Services**

Lack of a designated entity to maintain a curated list of health-related information, tools, and services available to Coloradans.

### ▲ **Correlate Consumer Needs with Available Resources**

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).

For additional information on the Identified Gaps see the "Summary of Gaps Report // Suggested Approaches Report" in Appendix E.

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## Recommendations

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During the course of this project over 3,700 Coloradans responded to a survey asking them to rank the priority of their needs for health-related information, tools, and services that would help them be better informed, more engaged consumers in their health and wellness.

In addition to the high priority needs identified by the survey, the project team also identified additional gaps in health-related information, tools and services that hinder or prevent Coloradans from being fully engaged in their health and wellness.

While the individual needs were ranked by importance, it is important to note that the approaches to address those needs should be developed considering a holistic view of consumers' needs for health-related information, tools, and services.

### Recommended Approaches to Address High Importance Needs

Coloradans identified the five most important needs for health-related resources in the survey. In ranked order they are:

1. Understand my insurance options and costs
2. Understand what all my costs for a health-related service will be before it's delivered
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

The following section describes the five most important health-related information needs identified by Colorado Consumer Survey and recommended approaches to meet those needs.

#### #1. Provide Capability for Consumers to Easily Understand Their Insurance Options and Costs

##### Description of Need

While most people have a general understanding of their insurance coverage, many do not fully understand their options, the impact of using providers who are out-of-network, the cost of prescriptions not included in an insurance plan's formulary, or even why these limitations exist.



### **Recommended Approach**

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, treatment options, and insurance plans, including Medicaid and Medicare.

Consider:

- Leveraging search capabilities currently available through individual insurance plans and expanding these searches to include out-of-network costs.
- Leveraging the insurance plan comparison capability provided by Connect for Health Colorado, the state's insurance marketplace, to the larger insurance plan marketplace.

Incorporate the provisions in HB19-1004, "Proposal For Affordable Health Coverage Option"<sup>11</sup>. The bill requires the Department of Health Care Policy and Financing and the Division of Insurance in the Department of Regulatory Agencies (departments) to develop and submit a proposal (proposal) to certain committees of the general assembly concerning the design, costs, benefits, and implementation of a state option for health care coverage.

## **#2. Provide Resource so that Consumers Can Understand All Their Costs for a Health-Related Service Before It's Delivered**

### **Description of Need**

There is a lack of tools consumers can use to conduct true cost comparison assessments that are relevant to their specific needs *prior* to committing to a specific provider or treatment.

Many sites 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.

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.

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<sup>11</sup> <http://www.leg.colorado.gov/bills/hb19-1004>



### **Recommended Approach**

Develop and implement cost estimator(s) 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.

The cost estimator should be personalized and provide a good estimate of the person's total costs as well as the anticipated out-of-pocket expenses.

Consider leveraging the capabilities offered by the Center for Improving Value in Health Care (CIVHC)<sup>12</sup>. 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.

Consider providing a resource that will guide a consumer through a personalized search for cost information.

Assist providers in understanding consumer costs for medications by providing tools such as a Prescriber Tool that promotes prescribing the most efficacious medication while promoting fiscal stewardship. Coordinate this effort with Colorado's Prescription Drug Monitoring Program<sup>13</sup>.

Note: As of January 1, 2019, hospitals were required to post their list prices online<sup>14</sup>. However, subsequent comments have indicated this action alone is not sufficient to assist consumers in making meaningful decisions.

Colorado has recently passed many statutes relating to empowering consumers in health and wellness. These are listed the Current State Description Report found in Appendix D.

## **#3. Assist Consumers to Understand the Value and Risks to them of a Particular Health-Related Service or Decision**

### **Description of Need**

There is a lack of tools for consumers to meaningfully compare the risks, benefits, alternatives, and costs of a health-related service across providers and in the context of a person's specific circumstances.

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<sup>12</sup> CIVHC public tools website <https://www.civhc.org/get-data/public-data/>

<sup>13</sup> <https://www.colorado.gov/dora-pdmp>

<sup>14</sup> 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)

While there are a multitude of quality measurement programs such as the Physician Quality Reporting System (PQRS)<sup>15</sup> and CMS Star Ratings<sup>16</sup> to which providers must contribute information, these ratings generally do not provide meaningful information to a consumer seeking personalized information for a specific service or treatment. Many consumers don't even know the ratings exist.

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, that is relevant to the situation, will enhance consumer engagement and decision-making.

### **Recommended Approach**

Provide the ability to compare risks, benefits, alternatives, and costs 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.

The capability should provide personalized information to supplement/complement discussions with a healthcare provider.

## **#4. Assist Consumers to Understand What and Why They've Been Billed for Certain Health-Related Services**

### **Description of Need**

There is a lack of clarity in the explanations to consumers 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.

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.

The documentation provided to consumers relating to healthcare payment information (Explanation of Benefits) is often a high-level aggregation of charges or codes that make little or no sense to them. As a result, consumers are not able to easily check their statement for accuracy.

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<sup>15</sup> PQRS [https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/PQRS/Downloads/PQRS\\_OverviewFactSheet\\_2013\\_08\\_06.pdf](https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/PQRS/Downloads/PQRS_OverviewFactSheet_2013_08_06.pdf)

<sup>16</sup> 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>

### **Recommended Approach**

Provide access to transparent explanations of charges from providers that are 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.

Consider legislation to require all healthcare related charges and Explanation of Benefits to be presented in ways an average consumer can readily understand.

## **#5. Assist Consumers to Understand How They Can Attain / Maintain a Healthy Lifestyle**

### **Description of Need**

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. 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.

### **Recommended Approach**

Develop tools that provide secure, private access to the type of information that helps a consumer understand the context of their data being captured in various lifestyle tools and devices, and the potential impact on them.

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.

Encourage the consumer to communicate and discuss this adjunct information with an appropriate health or wellness provider/coach.

Consider supporting development of tools that provide context sensitive information to the consumer in a secure, private manner that includes links or pointers to references of trustworthy information.

## Recommended Approaches to Address Other Identified Needs

Additional needs were identified by the project team that should be addressed. They are described below along with recommended approaches to meet the need. The additional needs identified are:

- Lack of consumer awareness of available health-related information resources
- Lack of tools to meaningfully compare quality and outcomes across the providers of their choice
- Uncertainty about the trustworthiness of health information from various sources
- Difficulty locating relevant information
- Improved capability of the data collection tool developed for this project
- Lack of customizable search capability
- Understand Coloradans' health-information related needs as they evolve
- Maintain current lists of accurate resources
- Curate the list of resources to ensure it remains current and accurate over time
- Understand what role the State desires in assisting Coloradans to access health-related information resources

### #6. Raise Awareness of Health-Related Information, Tools, and Services Available to Consumers

#### Description of Need

There are a wide variety of resources available for Coloradans to access health-related information. However, many consumers are not aware of, or do not know how to access, the health-related information, tools, or services that may be available to them.

#### Recommended Approach

Undertake a consumer education initiative that communicates to consumers the availability of relevant health-related resources.

Develop and disseminate a resource that provides a clear explanation of how a Coloradan would request health-related information, by channel<sup>17</sup>, and how to access, receive, and apply that information.

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<sup>17</sup> Channels may include online, telephone, walk-in, mail, etc.

## **#7. Provide Tools to Help Consumers Compare Quality and Outcomes Across Providers**

### **Description of Need**

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.

Cross-organizational comparisons that can be customized by the consumer and used in an interactive way are missing.

### **Recommended Approach**

Provide tools for consumers that are customizable by the consumer, searchable across multiple organizations, provide consistent information that is easily understood, and meaningful to the consumer.

## **#8. Provide Readily Accessible Sources for Trustworthy Health Information**

### **Description of Need**

Consumers are uncertain as to where to begin their searches for trusted health-related information. More than 50% of survey respondents reported that finding the pertinent, trustworthy information was not easy.

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.

### **Recommended Approach**

Develop tools or services which can direct consumers to trustworthy (well-vetted) unbiased health-related information that is relevant to them.

## **#9. Provide Consumers with the Capability to Easily Search for Relevant Health-Related Resources**

### **Description of Need**

There are numerous health-related information, tools, and services available to Coloradans. However, these resources are scattered across multiple sites and topics. Some resources contain information on a variety of topics, while others focus in-depth on areas that are specific to an organization's services. Until a consumer actually scans a particular resource, it is difficult for them to know if it contains information relevant to them.

### **Recommended Approach**

Develop a curated compendium of available health-related information, tools, and services along with information on the entities that provide them.

The searching capabilities of this compendium should enable a consumer to easily customize a search to meet their specific need.

## **#10. Enhance the Data Collection Tool**

### **Description of Need**

The initial data collection tool developed to collect information for this project does not have the capability to process health-related requests by researchers or consumers.

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.

### **Recommended Approach**

Consider leveraging the existing tool developed for this project and expand its capabilities and features in a more robust collection and search tool.

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.

Consider adding this new tool/compendium to the statewide enterprise service bus maintained by the Office of Information Technology (OIT).

## #11. Create a Consumer-Focused, Personalized Search Capability

### Description of Need

Consumers search for information that is relevant to them, at a specific point in time, and for a specific reason. There is a lack of a consumer-focused, life events-based, search capability by which a consumer might locate or request health-related information.

### Recommended Approach

Enable Coloradans to tailor or fine tune their search requests and ensure that the response is tailored to the individual requestor's situation.

A more detailed requirement would be to use an N-tiered architecture<sup>18</sup> for maximum flexibility across access devices and channels.

## #12. Develop a Curated List of Coloradans' Health-Related Information Resource Needs

### Description of Need

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.

### Recommended Approach

Designate and empower an entity to maintain a curated list of Coloradans' health-related information needs.

## #13. Maintain the Curated List of Health-Related Resources

### Description of Need

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.

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<sup>18</sup> N-tier application architecture provides a model by which developers can create flexible and reusable applications [https://en.wikipedia.org/wiki/Multitier\\_architecture](https://en.wikipedia.org/wiki/Multitier_architecture)



### **Recommended 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.

## **#14. Develop a Process to Correlate Consumer Needs with Available Resources**

### **Description of Need**

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.

### **Recommended 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.

## **#15. Determine the Role of State in Health-Related Information Resources**

### **Description of Need**

It is unclear what role the State could – or should – assume in assisting Coloradan's to access health-related information, tools, and services.

### **Recommended Approach**

Consider developing policies that indicate the State's preferred role in collecting, maintaining, mediating, and curating health-related information resources in Colorado.

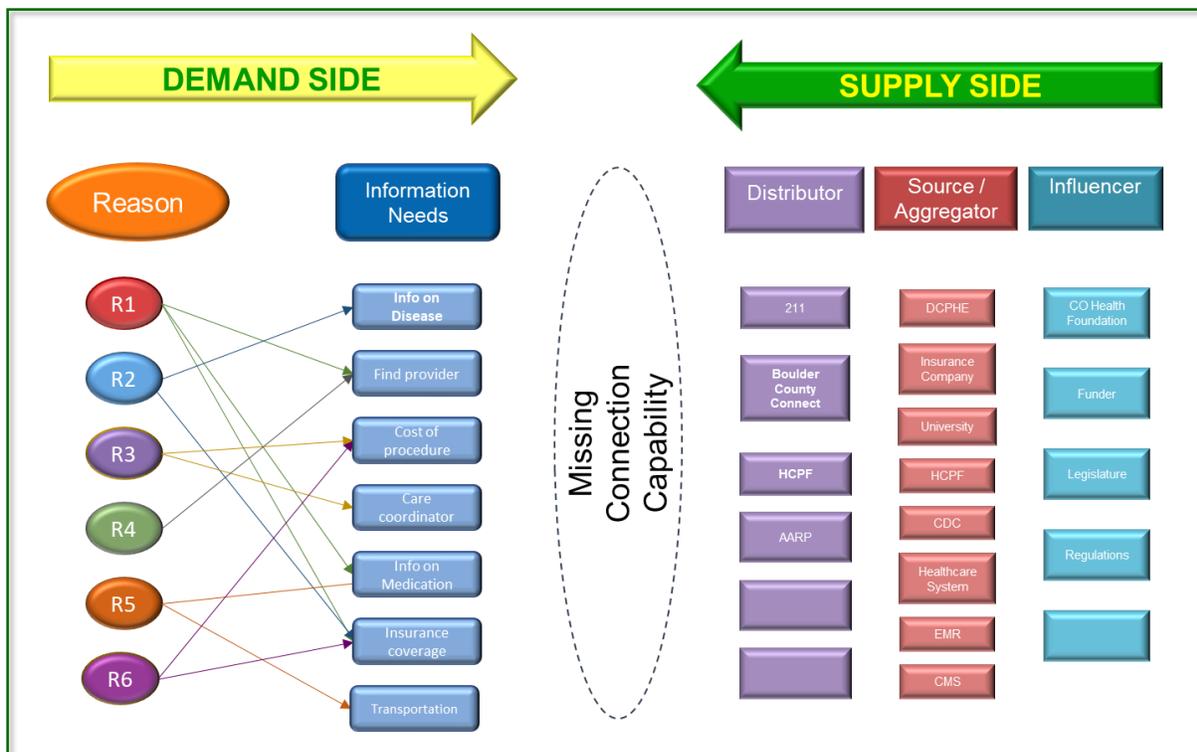
Note: It is anticipated, and expected, that the state's initial role might change over time.

## Colorado's Health Information Availability Model

The Colorado Health Information Availability Model, developed for this project, was used to understand and help analyze gaps in Colorado's ability to access health-related resources.

The model illustrates the relationship(s) and linkages between:

1. Coloradans' needs for health-related information resources (Demand)
2. A method or process to access those resources (Connection Capability) and
3. The organizations involved in distributing health-related resources (Supply).



To address the identified needs and gaps – and to develop a robust, consumer-centric connection capability – the project identified four activity tracks that are recommended to be undertaken in the “Plan” phase of the project.

## Recommended Tracks of Activity

In conjunction with the project workgroup, Mosaica recommends that the next phase of this Roadmap initiative, “Plan”, begin with four logical groupings of interrelated activities.

These activities are designed to support the final phase of the project, “Implement.”

The four recommended tracks of activity are:

- Track 1: Health-Related Information Demand
- Track 2: Health-Related Information Supply
- Track 3: Connection Capability
- Track 4: Policy and Governance

These four tracks are further described below.

### Track 1: Health-Related Information Demand

Understanding, engaging, and accommodating Coloradans’ need for and access to appropriate health-related information, tools, and services.

Establish a two-way dialog with Coloradans to:

- Better understand, and document (by cohort), the range of life events and other situations that would cause them to need health-related information,
- Better understand, and document (by cohort), the specific types of health-related information that correspond to the identified life events and other situations,
- Better understand, and document (by cohort), the channels Coloradans prefer to use to request and receive different categories of 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. The ability to calculate and report these KPIs and metrics should be built into the Connection Capability.

## Track 2: Health-Related Information Supply

Understanding, engaging, accommodating, and improving the availability of appropriate health-related information, tools, and services.

Establish a two-way dialog with appropriate 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 and categorize the specific types and uses of health-related information resources 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 of the organizations involved in providing health-related information to Coloradans. The ability to access such a compendium should be incorporated into the Connection Capability.

## Track 3: Connection Capability

Design, develop, and implement manual and automated systems and methods to improve Coloradans' access to timely, accurate, and relevant health-related information, tools, and services.

Begin the process of implementing an improved connection capability:

- Begin by making health-related information that is **currently available**, and which also meets Coloradans' defined health-related information needs, **as soon as practical**, even if future iterations of the connection capability might obsolete interim tool(s).
- Design, develop, and implement a multi-channel capability engine (tools and processes) that enables Coloradans to easily locate, identify, understand, request, and receive the health-related information they need.

## Track 4: Policy, Governance, Organizational, and Project Staffing

Design, develop, and implement systems and methods to 1) clarify any immediate and ongoing policy issues and, 2) to ensure proper information and data governance of systems and methods used by Coloradans to access and receive timely, accurate, and relevant health-related information, tools, and services.

### Policy

It is anticipated that the Governor's Office of eHealth Innovation (OeHI) would take the lead to coordinate related policy and governance issues with appropriate parties.

Prior to any substantive work taking place on the next phase of this project, it would be appropriate to determine and codify the State's anticipated role in collecting, maintaining, mediating, and curating health-related information resources in Colorado. Of special concern is allowing, or seeming to support, the availability of inappropriate health-related information resources via the Connection Capability.

It is anticipated that the State's initial role might change over time. That possibility should be incorporated into the development of activity track design as well as the design of interim and subsequent Connection Capability engine designs.

### Governance

Establish a Governance function to:

- Better understand the state's role in collecting, maintaining, mediating, and curating health-related information resources that are of interest to Coloradans.
- Identify, mediate, and curate the health-related information being provided – directly or indirectly – by various organizations.
- Coordinate with state agencies, departments, and bureaus to ensure the health-related information they collect, or hold, is made available to satisfy Coloradans' health-related information needs.
- Coordinate similarities between the construct, management, and use of the compendium of entities providing health-related information – other than health care providers – and the compendium of medical providers known as the Provider Directory.
- Understand the impacts and further activities related to health care legislation recently enacted in Colorado. See the "Current State Report" in Appendix D for a listing (current at time of this report) of this legislation.

- Work closely with Colorado’s Office of Saving People Money on Health Care<sup>19</sup> to continue to understand the demand side needs as they evolve and coordinate their programs and activities.
- Closely monitor the status of the Federal Senate Bill, Lower Health Care Costs Act of 2019<sup>20</sup>, 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

### Organizational

Mosaica recommends that OeHI designate and empower an entity to collect, inventory, and catalog Coloradans’ health-related information wants and needs and the corresponding and appropriate health-related resources available from various sources.

The same entity could be responsible for operating and maintaining the yet to be developed Connection Capability.

### Project Staffing

To ensure the coordination of the four interrelated activity tracks – and coordination with other Roadmap initiatives – a dedicated project lead is recommended for the next phase of this project. It is also recommended that this individual should be supported by an experienced project manager familiar with personal health information and health information technology.

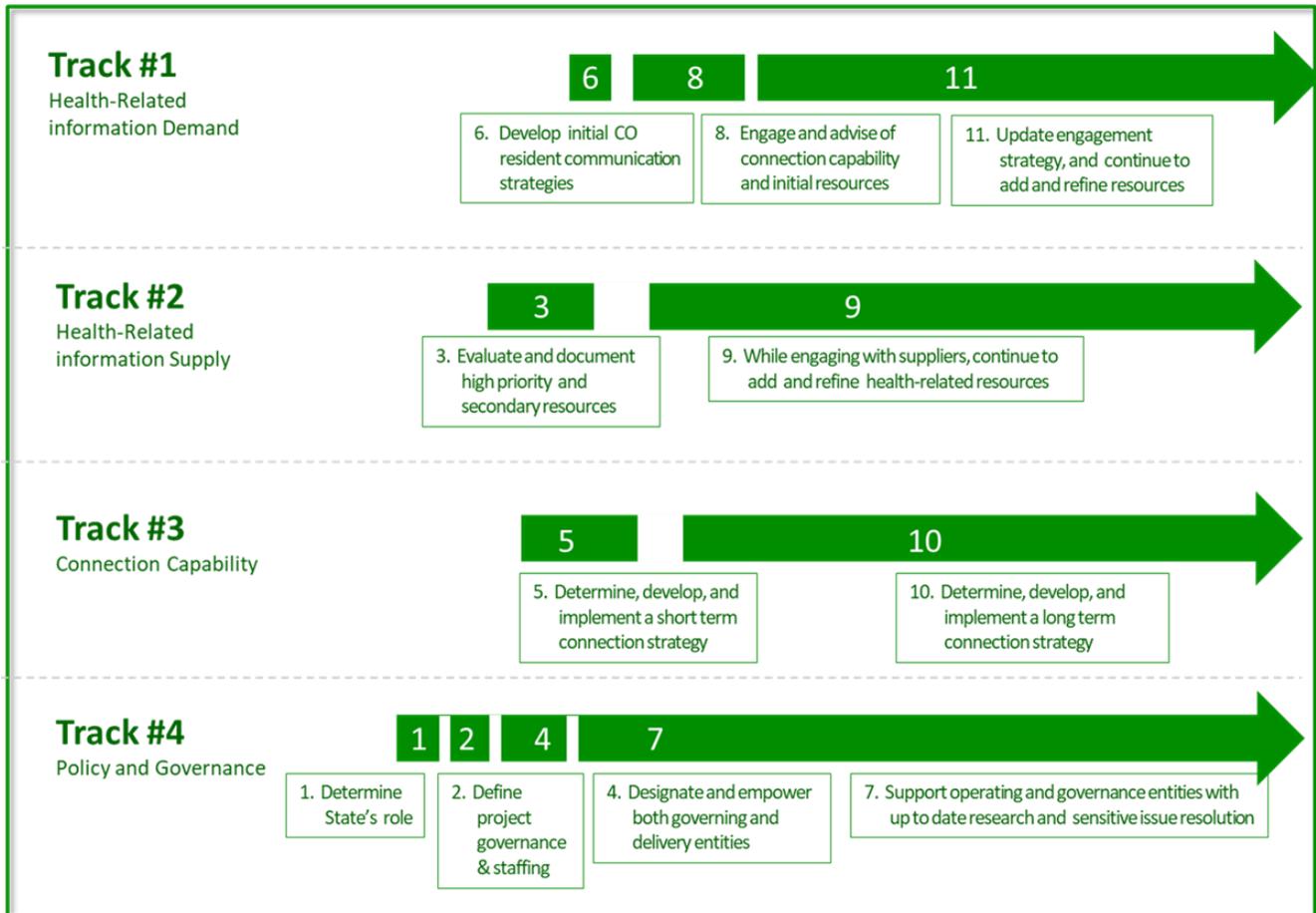
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<sup>19</sup> <https://www.colorado.gov/pacific/ltgovernor/office-saving-people-money-healthcare>

<sup>20</sup> <https://www.help.senate.gov/chair/newsroom/press/senate-health-committee-leaders-release-bipartisan-discussion-draft-legislation-to-reduce-health-care-costs>

## Recommended Relative Order of Activities Within and Among the Activity Tracks

The following diagram illustrates the relative order in which the activities among the tracks should take place.



## Correlation of Recommended Approaches with Activity Tracks

The following table illustrates the correlation of the project team’s recommended approaches with the recommended activity tracks.

<b>Recommended Approaches</b>	<b>Activity Track #1 Health-Related Information Demand</b>	<b>Activity Track #2 Health-Related Information Supply</b>	<b>Activity Track #3 Connection Capability</b>	<b>Activity Track #4 Policy and Governance</b>
#1 Provide Capability for Consumers to Easily Understand Their Insurance Options and Costs	X	X		
#2 Provide Resource so that Consumers Can Understand All Their Costs for a Health-Related Service Before It's Delivered	X	X		
#3 Assist Consumers to Understand the Value and Risks to them of a Particular Health-Related Service or Decision	X			
#4 Assist Consumers to Understand What and Why They've Been Billed for Certain Health-Related Services	X	X		
#5 Assist Consumers to Understand How They Can Attain / Maintain a Healthy Lifestyle		X		
#6 Raise Awareness of Health-Related Information, Tools, and Services Available to Consumers	X			
#7 Provide Tools to Help Consumers Compare Quality and Outcomes Across Providers		X	X	
#8 Provide Readily Accessible Sources for Trustworthy Health Information		X		
#9 Provide Consumers with the Capability to Easily Search for Relevant Health-Related Resources			X	
#10 Enhance the Data Collection Tool		X	X	
#11 Create a Consumer-Focused, Personalized Search Capability	X		X	
#12 Develop a Curated List of Coloradans' Health-Related Information Resource Needs	X			X
#13 Maintain the Curated List of Health-Related Resources				X
#14 Develop a Process to Correlate Consumer Needs with Available Resources				X
#15 Determine the Role of State in Health-Related Information Resources				X

## Recommended Overall Solution Approaches

The solutions to addressing these needs and gaps are multi-faceted and complex. No one effort can fully be independent from the others.

## Factors common across solution approaches

Certain factors are common across the approaches for successfully addressing the needs and gaps. The following is a list of factors or attributes that potential solutions, either manual or automated, must consider incorporating.

The solution(s):

- Must be multi-channel.
- Must be consumer-centric, consumer-focused, and presented in a way that is meaningful to the consumer.
- Must be easy for consumers to access, use and search.
- Must consider how it integrates with other current or potential solutions – public or private – that address consumer needs.
- Must provide trustworthy information.
- Should be low or no cost to the consumer.
- Must follow (yet to be determined) governance policies.

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## Suggested Next Steps

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The Discover Phase of this initiative has uncovered several high priority needs that must be addressed to help consumers be more engaged, empowered, and literate about their health and wellness.

### **1. Develop and Implement an Overall Plan to Coordinate Health-Related Information, Tools, and Services Activities**

There are many activities underway to address the initiatives in the Health IT Roadmap as well as other health-related needs in Colorado. Further effort is required to develop an overall consolidated, integrated plan that will coordinate the activities driven by these recommendations with other Health IT Roadmap and State agency initiatives.

Without an overall consolidated plan and management approach, gaps and overlaps will be introduced.

One activity that can be undertaken soon is to crosswalk the recommendations in this report with other Health IT Roadmap initiatives and activities to ensure continued alignment of approaches and objectives.

### **2. Develop a Means to Further Prioritize the Efforts that will be Undertaken in the Plan and Implement Phases**

Not all of the recommendations can or should be started immediately. A key next step in the process will be to more fully understand the relationships and interdependencies of these recommendations with the activities and plans of other Health IT Roadmap initiatives. This will help inform the priority and the order in which to address the recommendations in this report.

### **3. Further Define the Outcomes that the Solution Approaches Should Achieve**

Consumer needs for health-related information, tools, and services have been identified and recommendations developed to address those needs. Each of these recommendations should be further developed to more specifically describe the outcomes that are to be achieved by successfully implementing each recommendation.

These outcomes should be described in the context of the individual recommendation, but also consider how those outcomes will impact or be impacted by other initiatives.

#### **4. Address Key Questions for Engaging and Empowering Consumers in Their Health and Wellness.**

For consumers to be engaged in, empowered, and literate about their health key motivational questions should be addressed<sup>21</sup>. These include:

1. How can consumers become and stay aware of their health-related needs?
2. What are the most effective methods to motivate consumers to address their health-related needs?
3. What skills do consumers need to address their health-related needs?
4. What opportunity(ies) do consumers need available to optimally meet their health-related information needs?

#### **5. Consider Developing a Journey Map of the Consumer's Journey Through Various Health-Related Events Across a Lifespan.**

A customer journey map<sup>22</sup> is a visual representation of experiences customers typically have while engaging with an organization. It helps to tell the story of a person's experience with various "touchpoints" as they move from their original engagement to a long-term relationship with an organization.

This technique could be adapted to represent a consumer's journey through various health-related events and identify specific areas for improving their engagement, empowerment, and literacy.

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<sup>21</sup> O'Donnell, Michael P., MBA, MPH, PhD, "Universal Access to Health Promotion", December 2017, Art & Science of Health Promotion Institute. <https://www.artsciencehpi.com/resources/universal-access-health-promotion>

<sup>22</sup> Richardson, Adam, "Using Customer Journey Maps to Improve Customer Experience", Harvard Business Review, November 15, 2019. <https://hbr.org/2010/11/using-customer-journey-maps-to>

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## **Appendices A through E are Provided as a Separate Document**

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Appendix A: Consumer Interview Summary Report

Appendix B: Consumer Focus Groups Summary Report

Appendix C: Consumer Survey Findings Summary Report

Appendix D: Current State Description Report

Appendix E: Summary of Gaps Report  
Recommendations and Suggested Approaches Report