



HealthyStep-ing up: Scaling and impact in Colorado

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Disclosures



No financial disclosures



A Colorado history lesson...

Helpful facts



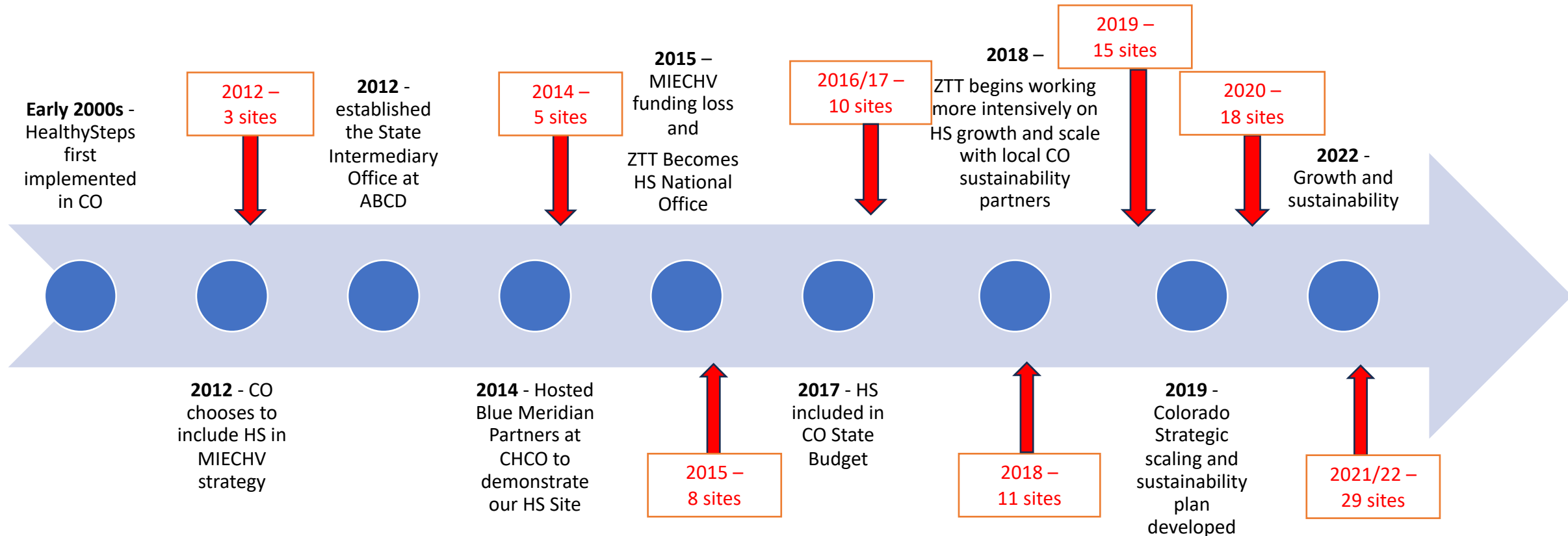
HealthySteps positioned on the “continuum of care” for home visiting models

Support from state government

- ▣ Colorado Department of Early Childhood
- ▣ Colorado Department of Public Health and Environment
- ▣ Colorado Department of Human Services
- ▣ Philanthropy
- ▣ University of Colorado and large health systems

State Intermediaries are best practice in Colorado

HealthySteps (HS) in CO timeline



When a barrier becomes an opportunity...

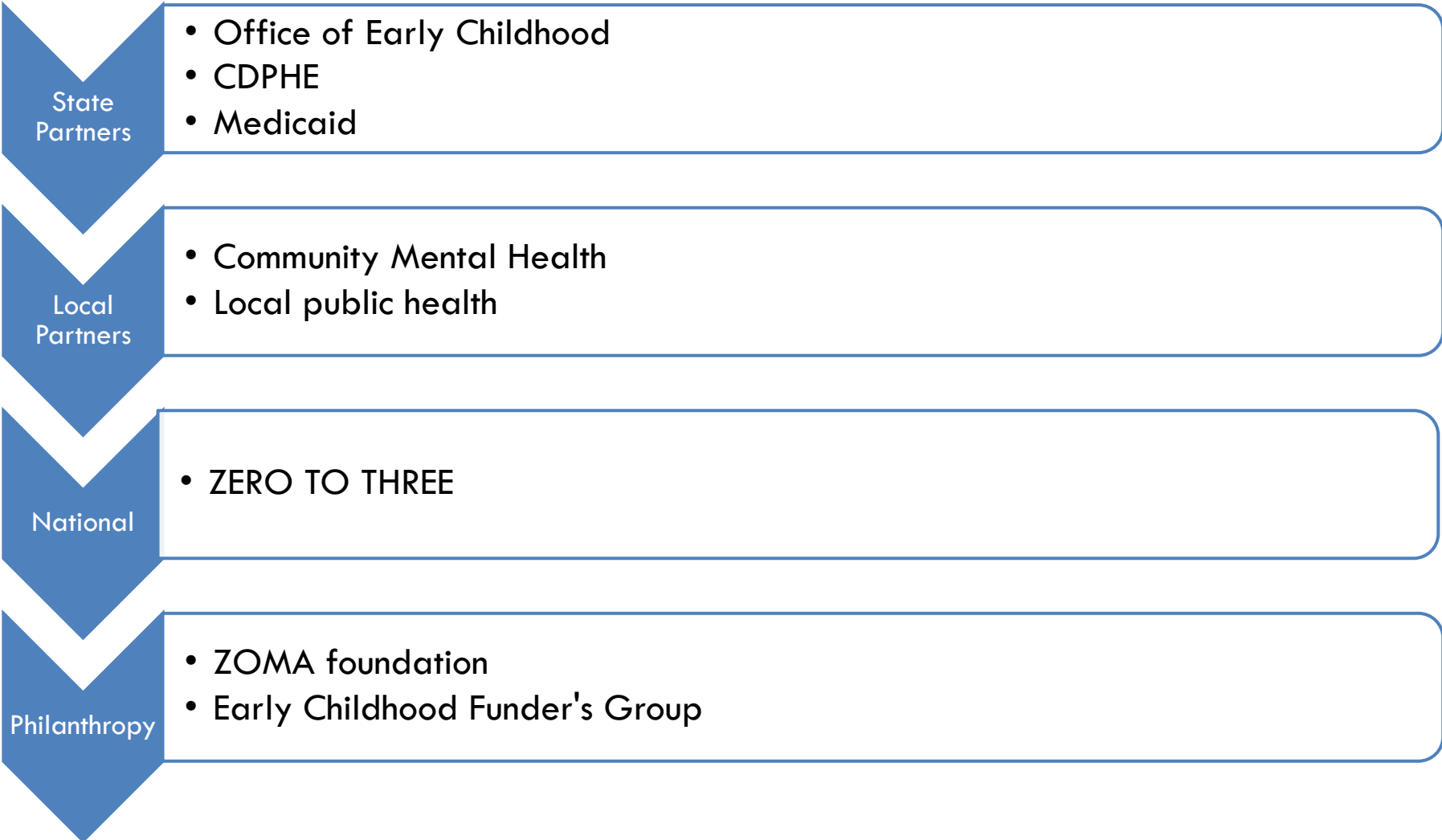
- MIECHV funding went away in 2015
- Opportunity to blend and braid funding
- Increased awareness of HealthySteps as a unique care model
- Advocacy with local, state, and national partners
 - State Legislature
 - Early Childhood funders
 - ZERO TO THREE
 - Medicaid
 - Office of Early Childhood



Critical Resources



Resources
and
relationships



Building a shared vision



Growth and Expansion



- Growth within health systems
 - Demonstration sites
 - Denver Health, CHCO, Kaiser, Every Child Pediatrics
- Alignment with other initiatives
 - MIECHV
 - BHIPP
 - Home Visiting Investment Task Force

Manatt Scaling Plan – Funded by ZOMA



- 2019 – ZOMA wanted to make a “catalytic” investment
- Paid for a National Consultation (Manatt Health) to develop a strategic scaling and sustainability plan
- Questions:
 - What systems and supports need to exist to support state-wide scaling?
 - What is the role of the State Intermediary and the National Office?
 - What does scale look like in the next 5 years?
 - What funding opportunities are available to sustain the model (including Medicaid but also beyond Medicaid)

HealthySteps Colorado Undertook an Intensive Expansion and Sustainability Planning Effort

- ZOMA Foundation, in coordination with ABCD, engaged Manatt Health to undertake a four month intensive planning process from July to October 2019
- Comprehensive process involved:
 - Detailed accounting of Colorado’s current HealthySteps operations and finances;
 - 25+ stakeholder interviews with existing HealthySteps sites in CO; local private funders; state Medicaid, Human Services and Executive Office officials; providers; and early childhood advocates, among others to assess:
 - ◆ Familiarity with HealthySteps;
 - ◆ Role of HealthySteps in helping the State to meet key goals;
 - ◆ Areas to target for expansion; and
 - ◆ Potential funding
 - Financial modeling to estimate costs and revenue needs to sustain proposed expansion
 - Close review of state intermediary’s current functions
- Throughout the planning process, Manatt Health worked with the ZOMA Foundation and ABCD to develop recommendations

Vision for Expansion & Sustainability Builds on Current Efforts to Meet Children & Families' Needs

Building on HealthySteps' track record and strong interest among stakeholders, ABCD, with funding from ZOMA Foundation, undertook an expansion and sustainability planning effort to meet the following goals:

- Proactively scale HealthySteps to reach a broader population of high-needs children across Colorado in both rural and urban areas
- Identify target geographies and practice types within which HealthySteps expansion would most effectively reach at-risk children and maximize HealthySteps' impact
- Highlight the role of HealthySteps in helping Colorado to meet key goals, including putting young children on a path to success, strengthening coordination between the health care and early education sectors, and integrating physical and behavioral health
- Leverage public and private resources to enable growth and sustainability of HealthySteps

Proposed HealthySteps Expansion Plan: Broadening Reach While Balancing Sustainability

- Outlines how Colorado can expand HealthySteps in a sustainable way to serve at least 20% of children ages 0-3 statewide—more than tripling current penetration
- Increases HealthySteps presence in both new and existing counties
- Uses publicly available data and extensive stakeholder feedback to identify targeted expansion areas based on high demonstrated need for the unique set of supports and services HealthySteps offers
- Approaches expansion with an equity lens, expanding further within urban areas while also branching into rural areas
- Accounts for potential funding opportunities to ensure HealthySteps is expanding in a cost-effective and sustainable way
- Assumes growth of state intermediary capacity to enable successful execution of expansion and sustainability plan
- Identifies FQHCs and other integrated clinics as strong site candidates, but leaves specific clinic selection open to ensure community buy-in and provider readiness

Expansion means adding a new location within an existing health system, adding another HealthySteps Specialist to an existing clinic to serve more children, or adding a HealthySteps Specialist into a new clinic

Plan Takes Comprehensive Approach to Identifying Target Communities by Assessing Community Need



Areas with a critical mass of young children



Risk, Reach and Resources (RRR) Report's "Childhood Mental Health Relative Risk Score" (e.g., adults with high ACE scores, children living under 200% FPL, substantiated abuse or neglect claims, maternal depression, etc.)



Areas with child care capacity gaps



Presence of existing care models and/or initiatives where HealthySteps could align



Provider-specific information (e.g., FQHC network, physician champion)

Factors identified based on review of publicly available data and extensive stakeholder feedback

As a Result of Expansion, HealthySteps will Serve 20% of Colorado's Very Young Children by 2024*

Total Sites by Year						
	2019	2020	2021	2022	2023	2024
Total # of Sites	15	19	27	33	38	42

By 2024, there will be 27 new HealthySteps sites for a total of 42 sites statewide

Caseload by Year						
	2019	2020	2021	2022	2023	2024
Total Children Served	15,402	19,372	26,867	37,164	46,622	54,264
Total Tier 3 Children	2,852	3,467	4,634	6,302	7,892	9,214

HealthySteps will serve nearly 1/3 of all children ages 0-3 in counties with HealthySteps sites and more than 20% of all children 0-3 statewide,*** more than tripling its current penetration

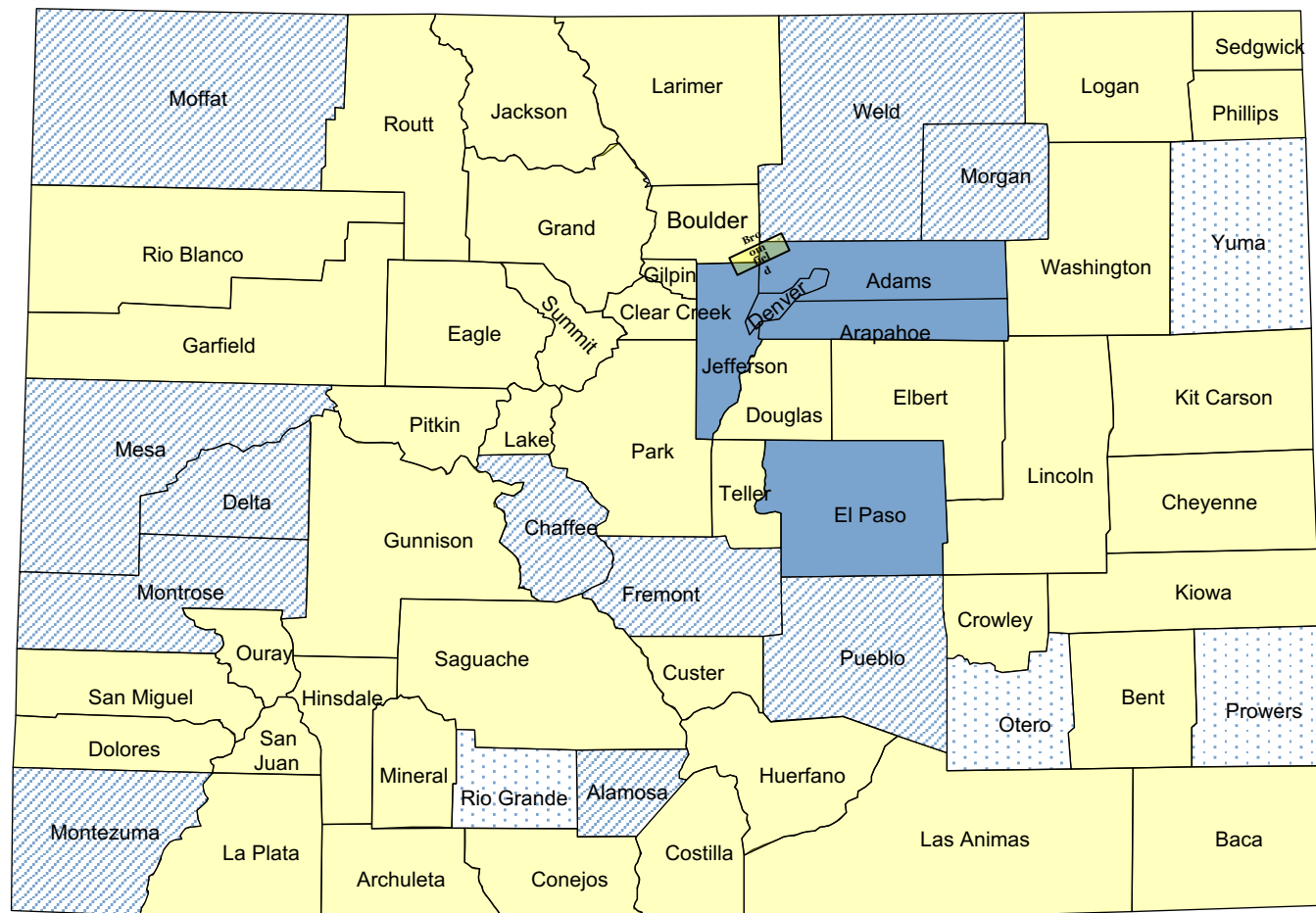
HealthySteps provides all families identified as at-risk with intensive services; ~17% of its families require these services

Annual Costs by Year**						
	2019	2020	2021	2022	2023	2024
Total Costs	\$1.7M	\$2.2M	\$3.2M	\$4.1M	\$4.7M	\$5.3M

Projected budget to operate 42 sites is \$5.3 M to ensure both sites and intermediary are operating at full capacity

*Total children served is defined as all children ages 0 to 3 served by the practice (i.e. screened and able to access a HealthySteps Specialist as needed); **Site start up costs attributable to the NO are included in the totals; all other NO costs are excluded since they are funded through other mechanisms ***Based on all sites are running at full capacity

Snapshot: Equitable HealthySteps Expansion by 2024



Under this plan, HealthySteps will grow its presence in 20 counties* statewide and expands across urban, rural and frontier areas

KEY

- Counties with no planned HealthySteps sites
- Counties with existing and planned HealthySteps sites

- Urban
- Rural
- Frontier

*Counties targeted based on criteria in slide 20; additional work required to identify specific practices and partners in each county.

Snapshot: 2019 vs. 2024 HealthySteps Presence in Colorado

	2019	2024
Total # of Sites	15	42
Total Counties Reached	7	20
Total Children Served	15,402	54,264
% Penetration Statewide*	6%	22%
Total Tier 3 Children	2,852	9,214
% Penetration Statewide*	1%	3%
Total Site Costs	\$1.7M	\$5.3M

**Once all sites achieve full capacity*

The "hard" part begins...



Advocacy



Show up

- InCK funding
- MOM funding
- Medicaid – ACC 2.0 - 2018
- PDG
- Department of Early Childhood
- Colorado Home Visiting Coalition
- Pregnancy-related depression advisory committee
- Home visiting investment task force
- Pediatric APM Stakeholder
- Steering committees

Invite

- Getting the word out
- Health Systems
- Providers/clinics
- Funders
- Legislature
- State government
 - HCPF
 - RAEs
 - CDPHE
 - CDEC

Barriers and opportunities



Barriers

- ❑ Workforce shortages
- ❑ Sustainability challenges (onboarding and ongoing)
- ❑ COVID – provider and health system burn-out

Opportunities

- ❑ Identify practitioners already in the field and provide additional professional development
- ❑ Advocate, advocate, advocate for sustainability
- ❑ HealthySteps can combat burn-out!

Our progress so far...

Growth

- 29 sites across Colorado (some attrition)
- On track to onboard 1 new site fall 2023
- On track to onboard 7-9 new sites in 2024
- Added 2 new large health systems
- HealthySteps expansion in Denver-metro
- HealthySteps expansion in rural regions (2 new counties)
- Currently serving about 40,000 children statewide (almost to 20%!)

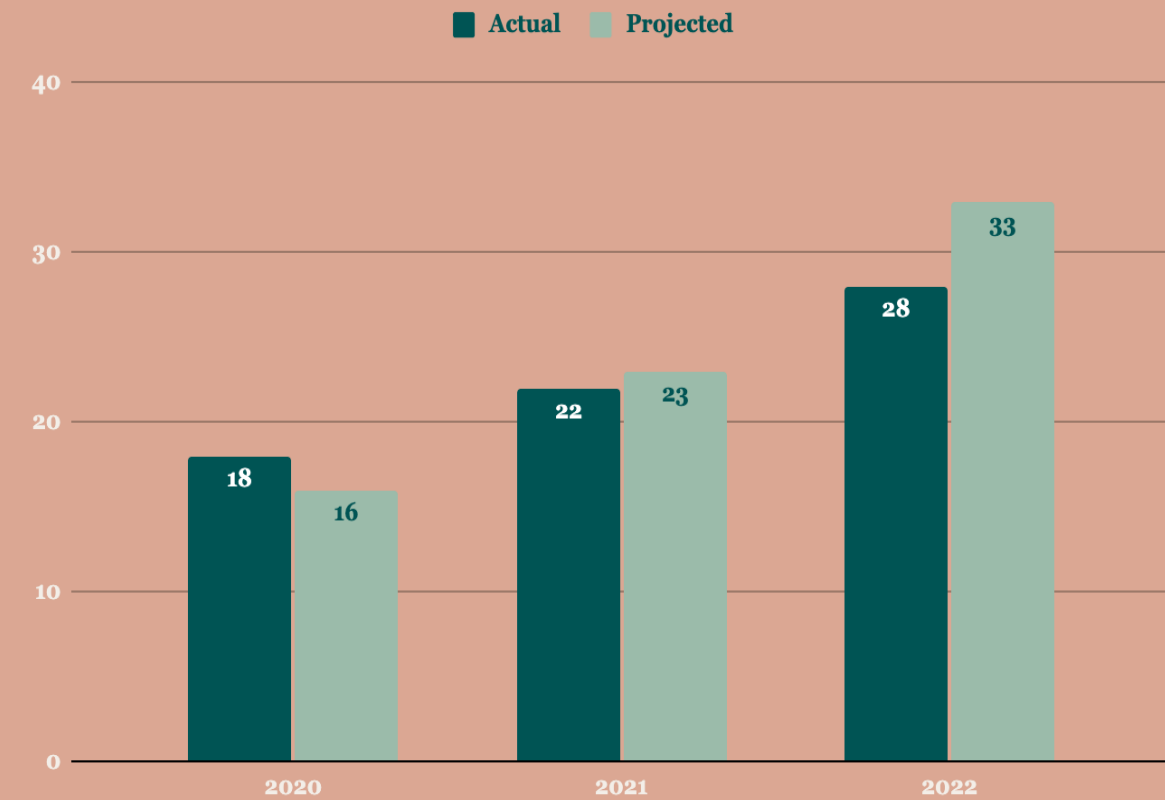
Sustainability

- Stable state funding (even during COVID budget cuts)
- Ongoing funding for state intermediary
- Federal funding to support broader work
- Ongoing conversations with state Medicaid as they develop the Pediatric Alternative Payment Model and launch Colorado's Accountable Care Collaborative 3.0 (2025)
- Support from multiple state government entities and philanthropy

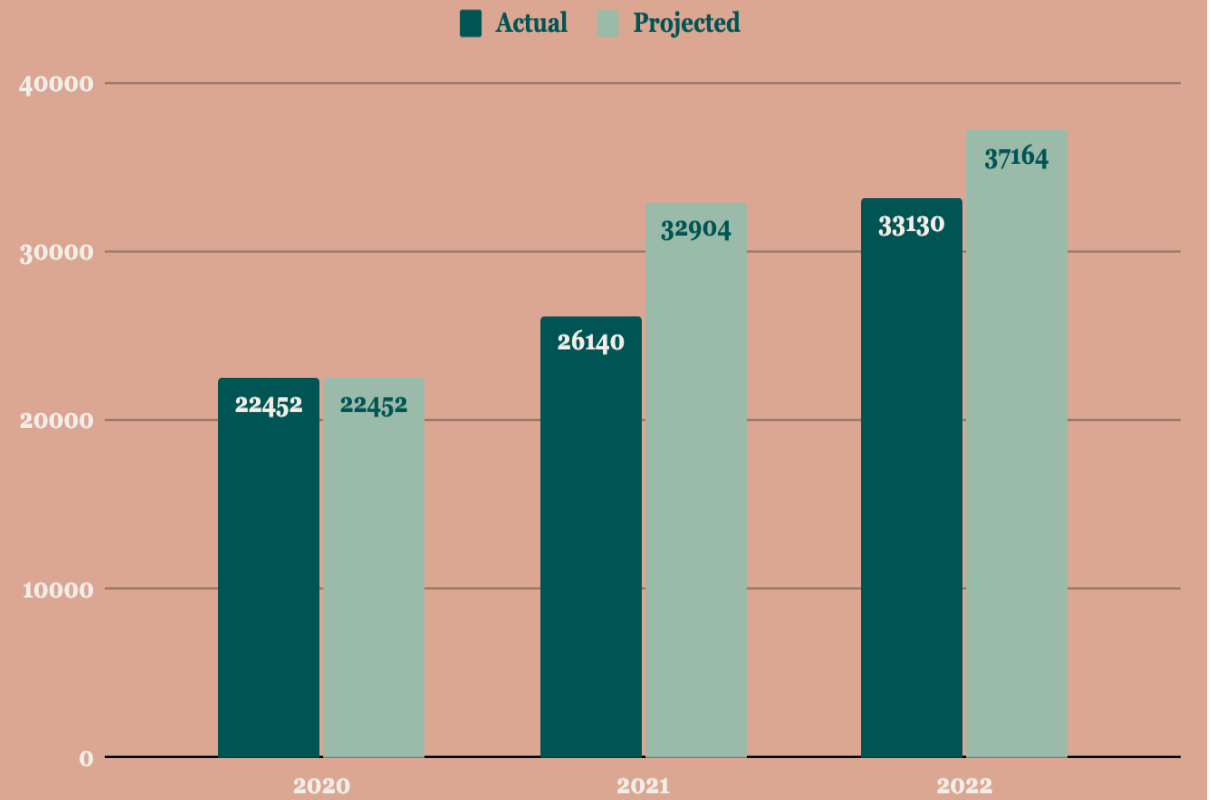
Growth – through 2022



Total Sites by Year



Caseload Over Time



Lessons Learned



Barriers are often opportunities

Be patient

Be persistent

Show up

Be helpful

Think big – the vision is beyond just one program

Know your partners

- ▣ Funding
- ▣ Thought partners
- ▣ Advocates

Acknowledgements



- ❑ HealthySteps National Office
- ❑ Susan Curley Burton
- ❑ Colorado Department of Early Childhood
- ❑ Colorado Department of Public Health
- ❑ ZOMA foundation
- ❑ Community First Foundation
- ❑ Caring for Colorado Foundation
- ❑ University of Colorado School of Medicine and Children's Hospital Colorado
- ❑ All Colorado HealthySteps Sites and Specialists