COMMISSION ON AFFORDABLE HEALTH CARE
MINUTES
Dec. 8, 2014

Meeting Location: **3333 Regis Boulevard, Denver CO 80221**
Peter Claver Hall, Mountain View Room

Time: **12:30-3:30 PM**

Attendees: Bill Lindsay, Chuck Bayard (for Larry Wolk, MD), Greg D'Argonne, Cindy Sovine – Miller, Dee Martinez, Chris Tholen, Linda Gorman, Jeffrey Cain, Ira Gorman, Marguerite Salazar, Rachel Reiter (for Susan Birch), Rebecca Cordes, Steve ErkenBrack, Jay Want, and Eric Kuhn (Attorney General's office).

Phone Attendees: Dorothy Perry, Elisabeth Arenales, Marcy Morrison.

MINUTES

Bill Lindsay called for approval of the Minutes and they were approved without change or correction. The approval was unanimous.

AGENDA

Bill Lindsay reviewed the Agenda proposed for the meeting and asked for any comments by the Commissioners. There were none.

ANNOUNCEMENTS

Bill Lindsay made the following announcements for the benefit of the Commissioners:

A. Commissioner Conflict of Interest forms
    a. Additional copies were distributed
    b. Reminder – we need forms from every Commissioner to post on-line. We will need this before the January meeting.
    c. Bill reminded the Commissioners to go to the Secretary of State's website to complete that form as well. In doing so, this provides the maximum degree of transparency and also to gives Commissioners additional protection should a future challenge occur.

B. Department Head designees
    a. Bill Lindsay announced and introduced the designees for each of the Departments who are attending this meeting.

b. It was noted that each designee has a name plate before them.

C. The CDPHE Expense Reimbursement Request form was distributed
   a. W-9 will also be distributed along with instructions
   b. These forms are for Commissioners to get their travel expenses reimbursed.
   c. It was noted that these forms will be available online in the future as well.

PLANNING COMMITTEE UPDATE

Bill Lindsay called upon Chris Tholen to summarized discussions with CDPHE. Chris Tholen noted that Commissioners have in their materials a copy of a proposed Memorandum of Understanding with CDPHE regarding our relationship with them, and their roll. He suggested that any questions about this agreement be held until the January meeting so that Counsel will have time to review it.

Chris noted that CDPHE has administrated the website for the Commission and will handle the expenses as well.

Cindy Sovine-Miller asked if the Commission pays CDPHE for these services? Chris responded they we do not. This is a great value to the Commission.

This matter will be an action item in January meeting.

Bill Lindsay then noted that in planning for the January meeting, Commissioners may need to expect a longer meeting. The items to be included on the agenda will be the following:

A. Election of Chair and Vice-Chair
   a. Bill suggested that the Commission follow a process similar to that of the 208 commission
   b. We will ask for nominees for the positions of Chair and Vice-Chair. He suggested that Commissioners can nominate themselves, or another.
   c. We will then excuse those nominated so that there can be discussion of them.
      i. Candidates will rejoin the meeting and there will be a paper ballot
      ii. Results of ballot will be referenced in the Minutes
      iii. The terms for those elected will be one-year, but there are no limits to the number of terms that can be served, as directed in the By-Laws.
      iv. Jeffrey Cain suggested that nominees be asked to speak about their desire and ability to serve, before the vote is taken.

It was agreed that this would be a wise addition to the protocol for the vote.

d. Chris Tholen asked Bill how much time needs to be committed for the Chair.
    i. Bill indicated that so far it has not been a full time job, but close to that. He said that he expects that once staff are added that time commitment will improve. However, as the real work begins that will add new demands for the Chair's time and attention.
e. Bill then asked Cindy Sovine-Miller to comment on the Vice-Chair role. Cindy said her work has been to support the Chair and try to keep moving the work moving along.
    i. She noted that the time commitment is great, but not as great as that of the Chair.
    ii. Cindy also noted that she has been involved in a communication and coordination role thus far.
    iii. Bill Lindsay noted that Cindy took responsibility for the Draft Work Plan, and has been an excellent sounding-board for him.

B. Formalization of Standing Committees
    a. Bill Lindsay noted that another discussion item for January will be to formalize the initial Standing Committees. He noted that the Commission may have more standing committees going forward, but initially there would be three.

    Bill suggested that the Planning Committee outlined the role for a continued "Planning Committee," a Research Committee, and a Communications and Liaison Committee.

    b. Bill noted that the "Charters" for each Standing Committee will be distributed and discussed in January meeting. However, preliminarily, the roles for each would be as follows:
        i. Continuing of Planning Committee
            1. Setting agendas, reviewing budget, reimbursements
            2. Coordinate the work of the other standing committees, and any Ad Hoc committees, along with the statewide visits.
        ii. Research Committee
            1. Chris Tholen noted that there is a requirement for the Commission to conduct research in a host of different areas.
            2. He noted that this group will also identify speakers, data, literature, etc. for review by the Commission

3. Elisabeth suggested comparing the items listed in statute to those assigned to the Research Committee's role. For instance, she noted the need to include the following:
    a. The cost drivers in health coverage
    b. She noted that the principle duties need to be among the items outlined in statute
4. Bill Lindsay noted that it was the plan to distribute the proposed Charters for each Committee at this meeting, but the Planning Committee felt they needed more study before doing so. They will be distributed prior to the January meeting.

iii. Communication/Liaison Committee

1. Cindy Sovine-Miller noted that this Committee will help maintain the Commission's message to public and among our elected officials.
2. Bill Lindsay noted that this group will also have responsibility to interact with the various Editorial Boards
3. Ira Gorman noted that communications itself will be a major job and wondered if this committee should be divided into two parts?
    a. Community and Legislature Communications
    b. Bill Lindsay commented that the four assigned to this committee could divide up into sub-groups to address Ira's concerns. He also noted that the Commission could create an ad hoc committee for the communications and public relations functions
4. Greg D'Argonne commented that if the Planning Committee thinks these three committees are what are necessary the Commission should follow those recommendations but be aware of the need to be flexible based upon the work load, new developments that may occur, etc.
    a. Cindy Sovine-Miller noted that we do not want to get distracted with too many Ad Hoc committees since their work will need to be managed and monitored as well.
5. Bill Lindsay reminded the Commission that descriptions of the role of each committee will be provided prior to the next meeting.

c. Bill stated that the Planning Committee is recommending that four members be asked to serve on each committee
d. He noted that Commissioners will be asked in January for their preference and to express interests in a specific committee assignment.
e. Bill noted that the Planning Committee suggests that the membership of each committee be balanced.
    i. Bill warned that there may have some differences of opinion of where to slot people while trying to maintain balance.
    ii. Marcy Morrison asked Bill to elaborate on what it means to stay balanced.
        1. Bill noted that it will be important that the committees be balanced as to the political affiliation of the members (D's and R's). He also noted the need to have a professional balance on the committees.
        2. Bill commented that the Planning Committee wants to find out the Commission members interest in each area. This will be important but at the end of the day, assignments will be made by the Chair to ensure that balance is achieved.
        3. Marcy commented that she sees the political affiliation being the least important criteria for assignment.
    iii. Elisabeth said that agrees with Marcy.
    iv. Cindy Sovine-Miller noted the likelihood that the political minority on a committee will be still heard in the actual Commission meetings, so this concern should be alleviated.

IV. Status of RFI responses/Process for selection

A. Bill Lindsay briefed the Commission on the Request for Information (RFI) approach that was made in public notice and published on the website.
    a. Bill noted that the Commission received twelve responses. Many more than was expected.
    b. Planning Committee was meeting at the time that the deadline was set, and several proposals came in at the very last, as the meeting was occurring.
    c. Bill noted that the Planning Committee has a scoring grid which will be used to evaluate and score the various proposals. He reminded the Commission that at the October meeting the Planning Committee was tasked with this responsibility.
        i. They will evaluate each proposal and reduce the list of qualified proposers down to smaller number
        ii. Bill noted that there are two Planning Committee meetings before the next Commission meeting. During that time they will:

1. Conduct interviews with the most qualified candidates
2. Clarify how the costs for staffing will impact the Commission's budget.

d. The Planning Committee recommends that the January meeting will focus on the staffing recommendations.
   i. Commission will make the decision on the final recommendations from the Committee. The Commission will not interview all of the candidates.
   ii. The final recommendations will come before the Commission for approval.

e. Marguerite Salazar noted that the twelve proposals are for all different roles (Administrator, Support, and Research).

f. Rebecca Cordes said she had a question on roles and if individuals and/ or organizations can apply for one or more.
   i. Bill explained the roles
      1. Support – Performing support functions such as taking the Minutes, scheduling meetings, keeping track of deliverables, and performing specific administrative duties.
      2. Administrator – Coordinating the actions of the Commission, fund raising, tracking expenses to budget, arranging for statewide meetings and other specific deliverables.
      3. Research-Working with the Research standing committee to identify data sources, obtain reports or analysis, identify useful articles, look at what other states have done in this area, etc.
   ii. Bill noted that the roles could be performed by three separate organizations, or just one.

B. Bill Lindsay noted that the RFI was structured with a contact for two years vs. three because of the uncertainty of funding.
   a. Could be for all 3 years if funding is available.
   b. Greg D'Argonne asked if all twelve responses from Colorado?
      i. Bill said that they were not, but have each has a Colorado presence.
   c. Elizabeth spoke about the interview process. She asked:
      i. Should the discussion be in Executive Session?
         1. Bill Lindsay indicated that Legal Counsel has been asked about this.

PUBLIC COMMENT

A. Vick Doucay –
   a. He noted that the standing committees will have four Commissioners on each committee, how will the public with expertise be involved?

        i. Bill Lindsay responded that he is unsure. He said we will have to figure this out as we go
            1. The Ad Hoc committees will be the primary area for public engagement and involvement.
    b. Vick countered by saying the standing committees should be comprised of those members who are interested and should have public participation as well.
        i. Those of the public in this industry, or who are interested should be able to sit in meetings as non-voting members, and add comments for the benefit of all.
    c. Vick suggest that committee meetings be open and results made public.
    d. Elisabeth agrees that the public participation in the committee meetings will have to be flexible as well, depending on the need.

PROPOSED BY-LAW CHANGE, FORMAL NOTICE

A. Bill Lindsay noted the need to provide changes in Bylaws 30 days in advance.
B. Bill provided the Committee a proposed Bylaw change prior to the meeting, via email.
    a. He said this proposed change is a draft for consideration.
    b. The change is in the By-Laws under "Meeting Attendance."
        i. Currently the By-Laws read except for non-voting members, all members must attend without a designee. Non-voting Department heads, within the Executive Branch can send a delegate/
        ii. Bill noted that there is no allowance for the representative of Civic to send a designee to the Commission, even though this person is also a non-voting member.
        iii. This topic will be reviewed with legal counsel and will be voted on in the next Commission meeting.

STATEWIDE MEETINGS

A. Chris Tholen referred to the last month's Minutes as a good summary as to the approach to be used for statewide meetings. He noted that these meetings are not to be just a "listening tour." In fact they will be full Commission meetings.
    a. Chris noted that in the Commission's report to the legislature the Commission will want a perspective on the issues being experienced statewide by businesses, consumers, and providers.
    b. Chris talked about getting perspective from outside of the Denver Metro area by making these special trips to each Congressional District.

c. Marguerite Salazar said she realizes the time commitment that these will take, and thus the Planning Committee wants to make the best use of Commissioner's travel time by setting up several regional meetings in adjoining Districts, over one or two days.
    i. Bylaws require all commissioners to be at the regional Congressional District meetings
    ii. It will be important to have these regional Commission meetings along with obtaining public input.
        1. She suggested that meetings be conducted in August/ September with due consideration for vacation time and summer schedules.
        2. The schedules will be sent out as early as possible so everyone can plan.
d. Elisabeth Arenales spoke about the proposed meeting locations and structure.
    i. The Planning Committee wants to make this activity as productive as possible
        1. Want to hear what people say along with insuring the work of the commission gets completed
    ii. Want to hear about what people have to say about the unique aspects of their area, and thus enable the Commission to be mindful of the broader context of health care access and cost issues for individual regions within the state.
        1. She emphasized the value of doing regional meetings in back to back sessions.
        2. Doing evening and weekend meetings so the maximum number of people can attend.
        3. She noted that getting community input will be challenging within the time frame given.
    iii. Bill Lindsay noted that the Planning Committee wants these sessions to be much more than just "listening tour."
    iv. Cindy Sovine-Miller commented that previously Marcy Morrison suggested identifying costs drivers unique to each area and then focusing on them in each respective meeting.
        1. Bill Lindsay said that depending where the Commission is on the work process there might even be the opportunity to put out "straw men" or tentative courses of action for the public to react to.
            2. Steve ErkenBrack asked if there were any discussions on partnering with organizations within the regions to help communicate the purpose for the meetings, and to help promote them. He noted examples such as Club 20, Action 22, Progressive 15, etc.
        3. Bill Lindsay said this had been discussed and that the Planning Committee understands the need to

communicate with those organizations within each region that might help coordinate meetings and identify issues unique to them.

4. Linda Gorman commented that she is interested in how the Commission plans to get information from the regions.
    a. She suggested having a set of open ended questions that would be the same for each region to make comparing regions easier when reviewing the responses.
5. Bill Lindsay noted that the Commission wants to insure the Commission gets what they need out of these meetings and Linda's suggestion is very valid.
6. Elizabeth Arenales noted that the Planning Committee had asked if the Congressional District meetings should be spread out over the two years, versus doing them all at once. However, after debate the Committee decided against the longer approach as the Commission will need to be further in the work by year 2. She noted however that:
    a. The Commission may have a second round of trips in year 2 or 3, if needed
7. Chris Tholen noted that the requirement is to make sure the statute is followed and the needed input is received. He said that if a second tour is in place not all Commission members will need to attend because these additional meetings will not need to be formal Commission meetings.

BEGINNING THE WORK OF THE COMMISSION

A. Bill Lindsay commented that the Commission is now approaching a time when the substantive work of the Commission will begin.
B. Bill asked to start the discussion with a theoretical view of how the Commission might think about making health care affordable. He said:
    a. The Commission should begin by defining what is meant by the term "costs."
    b. He asked if the Commission should consider what many think go in terms of the market, that being those under age 65, or if the Commission should think more broadly, and consider a 'cradle to grave" time frame. Bill said that although this may seem to some as a semantically difference, the actual view of each approach is significantly different.
    c. Linda Gorman commented that one cannot talk about costs without consider all other factors involving cost. Even considering the costs like the taxes paid to support government programs.

    i. She warned that in her view, starting by looking at population health is talking about averages and health care is individually based.
    ii. She said one needs to think about population and individual health separately.
    iii. We need to look at both, but realize each as having its own components.

d. Steve ErkenBrack said that many think of health care costs as premiums.
    i. Everyone is concerned about their costs of care.
    ii. Yet, people have to look at what is going into the prices they pay.
        1. This is going to differ from community to community
    iii. He asked what the distinct communities are we are looking at.

e. Bill Lindsay said the view that is often viewed by people is of the under 65 population, and yet the Commission needs to consider how that differs from the broader view of the entire population.
    i. Should the view be addressing cost through the lens of how many view health care, which is commercial population or "cradle to grave" – which includes long term care, convalescent care, etc.

f. Elizabeth Arenales said a third approach would be to consider the cost across distinct populations
    i. Trying to gather what the major cost drivers are across the populations since different populations have different needs and challenges.

g. Marguerite Salazar noted that one example to consider is that people need to have the availability of immunizations. Yet many of this population face large social issues that will need to be discussed.

h. Ira Gorman said that we should consider outcomes as cost drivers. He noted that outcomes could be impacted by social issues, or there could be costs associated with the outcomes themselves that complicate the overall cost picture.

i. Steve ErkenBrack said that Marguerite's comments, are correct
    i. Prenatal care prevents greater long term costs
    ii. He agrees that we need to start with a broad perspective

j. Linda Gorman reiterated that one needs to consider how you set up a system for individuals as well as populations, recognizing the difference between these two approaches.
    i. 95-96% of women get prenatal care so why should we work on these programs at all?
    ii. Public Health programs impact the requirements on individuals, which limits their freedom.

k. Jay Want commented that in his view, both topics need to be discussed.
l. Bill Lindsay said there is a need to figure out where we can have the biggest impact for the effort and dollars spent.
m. Jay Want said that where the dollars are best leveraged in health care needs to be explored.
    i. Need to figure out whose dollars these are being spent now.
    ii. We need to then assess where the greatest value is.
    iii. We need a total system view—that is in our charge.
    iv. He suggested we begin with the larger questions and figure out leverage points.
n. Elizabeth Arenales said that, in line with moving away from a broad population health focus, we need to look at why the certain costs for services continue to increase and what could be done about that.
o. Marcy Morrison noted that for those on the phone, some of the comments are not very clear. In her view:
    i. There are some services that are very important for general public and thus those should be reviewed first.
p. Dorothy Perry said that she agrees that we do not need to start with a national view of population health as a broad topic:
    i. Instead, let's consider what the costs are in Colorado and what are the underlying issues driving those costs.
    ii. Then, let's ask where the costs being driven from, followed by asking to identify the populations or groups most impacted.
q. Cindy Sovine-Miller noted that there are often external factors that impact cost:
        1. An example in her mind is Type 2 diabetes and the impact of sugar. She said this is an example of factors that are relevant to the price of health care and should be considered.
r. Linda Gorman suggested that external factors are beyond the scope of the commission. For instance, how can we impact violence in society?
s. Jeffrey Cain commented that we will need to look at the larger costs and narrow that down to cost drivers that we can impact, but we should not ignore the various environmental factors.
t. Linda Gorman said she feels strongly that the Commission needs to look at what's causing the increase.
u. Bill Lindsay said one example of a cost driver that we need to note, but can't impact is our society's growth in the demographic over age 85.
    i. Issue is then how the commission addresses the costs and factors for this demographic

v. Linda Gorman said let's not miss occupational factors that should be within the scope of our charge.
w. Elizabeth Arenales noted that poverty is correlated with poor health status and cost for this population.
    i. She asked where this conversation goes for the commission.
    ii. This could be a good topic for the public to comment on.
x. Jay Want asked about the general population in Colorado.
        1. He noted that we may find differences in using certain tools for reviewing data.
        2. He said that there are public vs. private methods of looking at the data.
y. Bill Lindsay said the legislation talks about cost drivers and that we can go beyond these;
        1. Where is the most efficient impact that could be effective by sector of population
z. Linda Gorman noted that health care cost is also a supply driven issue.
        1. She warned that we are not talking about the conditions that impact supply side matters.
aa. Marguerite Salazar commented that Coloradans are often not the best consumers.
        1. New products are becoming available all the time but the old products remain and are not any less costly than before.
        2. She used the example of the need to shop for a hip replacement as a way to address costs
        3. She said that there is a process that people can use when buying insurance as an individual that can help people understand cost as a health care consumer
bb. Ira Gorman asked that we go back to the big picture:
        1. Health care is more than just consumers and their behavior. It also includes the impact of the environment and community
        2. If you can move the mean one way or another making a positive impact on health it would also impact the health costs drivers as well.
cc. Steve ErkenBrack said that we need to make data driven decisions in order to inform this process.
        1. We need to ask ourselves if different relations drive health care costs differently.
dd. Bill Lindsay asked the Commission to think of the need to talk about solutions.
        1. But need to determine the cost drivers as part of this process.

ee. Rebecca Cordes said that we cannot come up the solutions until the drivers are figured out
    1. Let's ask ourselves how the Commission can help influence decisions.
ff. Cindy Sovine-Miller said she has several thoughts.
    1. Cradle to grave has to be the focus.
    2. Environmental issues need to be considered and identified.
    3. Population health must be part of our planning.
gg. Jay Want said the Commissions needs to take an evidence base approach

PUBLIC COMMENT

A. Cathy Williams, Colorado Optometric Society, a former Director of Co Division of Housing:
    a. She serves on the Blue Ribbon Commission on Housing
    b. In their process they covered as much of the state of they could
    c. She suggested using the Community College system to set up meetings
        i. Can use their meeting rooms and audio as well
            1. Can use audio for the entire state to listen and be involved in the process
B. Richard Christard, an individual:
    a. Said he wondered how the public could submit comments to the Commission for review. He noted that he and others are working on a paper they would like to submit.
    b. He is looking at the various underlying issues in healthcare.
    c. He said the Commission needs to look at the entire design of the system first.
        i. How it is financed
        ii. How quality and safety are controlled
        iii. Drill down to the details
            1. Cost containment
            2. Quality measure and control
        iv. How should Richard go through submitting a document to the commission?
            1. Would like to have a serious dialogue with the commission
C. Victor Doucay
    a. He has a concern that the Commission work continues to focus on costs
        i. In addition to cost, look at access and quality
        ii. Linda Gorman commented that the issues are quality, cost, and access but asked if he feels that they are all separate or in a bundle?
        iii. Victor thinks of the three issues are separate

b. Ira Gorman said the three factors definitely impact one another

OTHER BUSINESS

Next meeting January 12, 2015 at Regis University.
Working with Regis University for future meetings as well.

Elisabeth Arenales said the standing committees to be attended by public question needs to be answered.

Bill Lindsay said that once the committees are in place the decisions can be made. He emphasized that there is no intent for this to not be a public process, but he noted the need to be thoughtful on space considerations, timing and scheduling.

ADJOURN
The meeting adjourned at 2:35 pm.