



Boards and Committees Implementation Task Force Recommendations

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Introduction

At this critical time for health care reform in Colorado, it is essential that the Department of Health Care Policy and Financing (Department) receive effective and appropriate participation from its community partners. In an effort to enhance and streamline communication between the Department and its stakeholders, Dr. Richard May, Senior Physician Consultant for Health Grades, Inc., was commissioned to refine, standardize and empower the existing boards and committee structure. Dr. May found the current structure of the Department's advocacy committees reflects past priorities and dynamics of previous health care environments all of which evolved without organization. On December 1, 2007, Dr. May formally presented his findings in a 27-page report.

The Department's Executive Committee made a determination that Dr. May's report be utilized as the foundation for a new boards and committees operational structure. A Boards and Committees Implementation Task Force (Task Force) was created to review Dr. May's report and develop an implementation plan. At the first meeting of the Task Force on March 13, 2008, six subcommittees were created to address Dr. May's recommendations. Each subcommittee met as needed, reported back to the Task Force for input, and created a subcommittee report. The Task Force recommendations in this report will follow the same structure as the subcommittees: Organization, Standardization, Communications, Web site, Training and Education, and Miscellaneous.

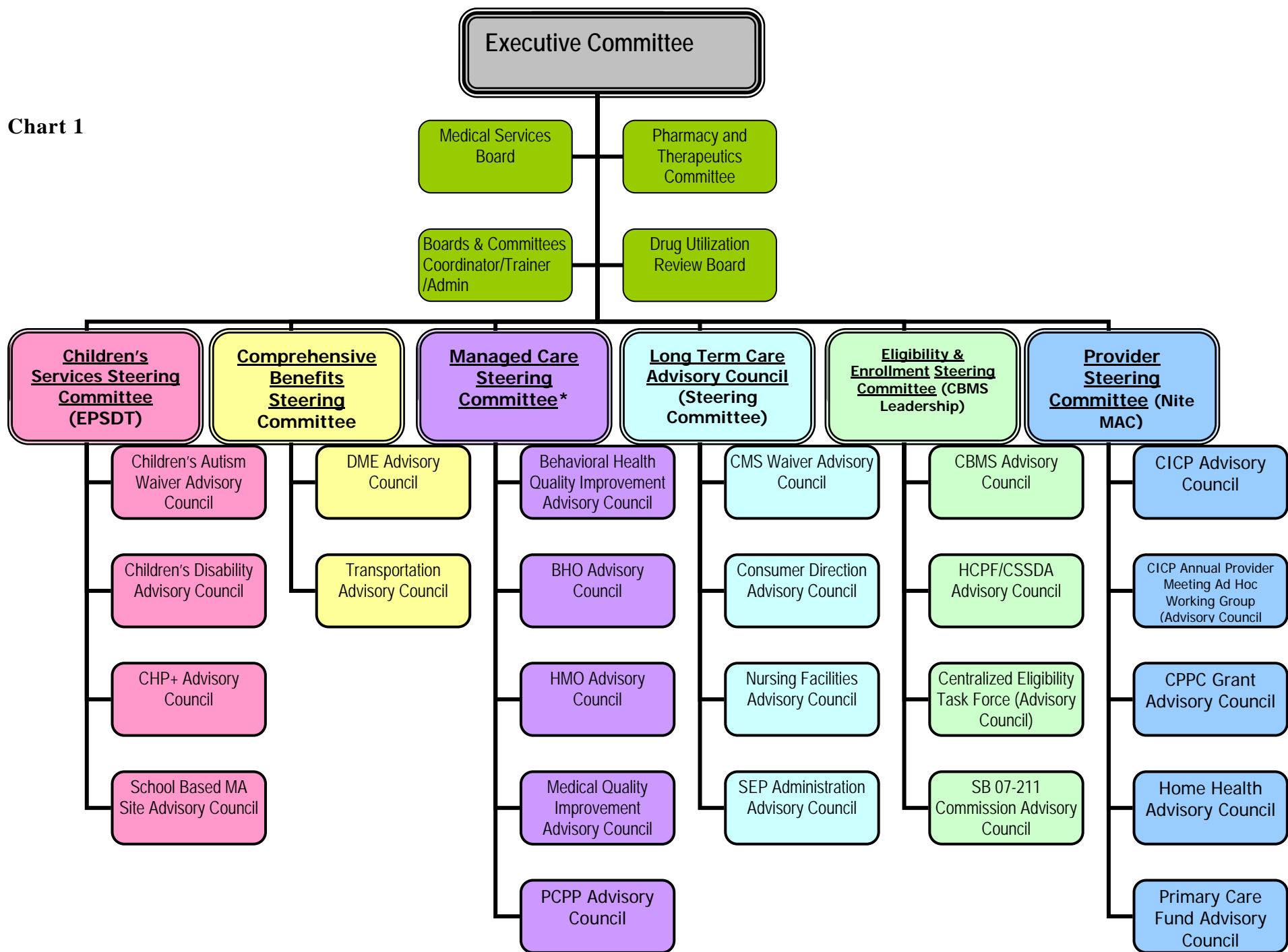
Recommendations

The first step to address Dr. May's recommendations was for the Task Force to evaluate the current stakeholder group organization. Dr. May provided comprehensive suggestions to improve the group arrangement; however, due to his inexperience with the Department some of the suggestions did not fit into the Department's operational structure. In order to recommend workable solutions, the organization subcommittee met with Department staff to analyze how the proposed structure fit into the Department's organization. The result was to modify Dr. May's organizational recommendation by moving and renaming committees, consolidating committees and adding two new committees.

The Task Force recommends a three-tier boards and committees structure as the most effective model. In the three tiers, the first tier is advisory groups which address ideas and issues directly related to their expertise. For example, the Home Health Advisory Council makes recommendations on client issues related to a Home and Community Based Services (HCBS) program. The next tier in the structure is the supervising (steering) committees. The supervising committee members review all proposals from the advisory councils assigned to them and make recommendations to the Department's executive committee for consideration. The executive committee is the third tier of the structure and the final decision making authority for Department program changes.

In addition to the groups identified in Chart 1 (pg. 4), each group whether advisory council or steering committee will have the authority to form task force groups or ad hoc working groups as needed.

Chart 1



In order to carry out the recommendations of the Task Force, full time employees were added to the organization depicted in Chart 1. All of the subcommittees in the Task Force found an imperative need for additional staff resources, consolidated into three positions, to carry out the boards and committees recommended improvements. The Task Force recommends positions for an oversight coordinator, a training coordinator, and an administrative assistant as vital to the success of the proposed committee structure.

The duties of the boards and committees oversight coordinator will include the developing a standard operating procedure (SOP) for stakeholder meetings and department procedures, serving as the stakeholder and Department liaison, facilitating Department communication, holding town hall meetings, and facilitating the committee membership application process. The duties of the training coordinator include educating department staff on standard procedures and forms, meeting rules and the receipt of public input. The trainer will also educate stakeholders on Department structure and meeting rules. The role of the administrative assistant is general administrative duties, including updating of the Web site with meetings and agendas, managing timelines, and assisting with support of the boards and committees and the training coordinator.

The standardization subcommittee worked to develop procedures and communication tools to channel stakeholder input from clients and advocates through the boards and committees structure to the Department's executive committee. To standardize this process, the subcommittee created a number of tools including: a standardized membership application available online for people interested in serving on a stakeholder group; guidelines for establishing by-laws; templates for setting stakeholder meeting agendas; templates for recording minutes; and time frames for posting information to the Department's Web site.

The standardization subcommittee created a boards and committees matrix that categorizes stakeholder groups into the following levels: steering committees, advisory councils, and working groups. Standards for each level are prescribed regarding primary function, scope of authority, number of members, membership design, leadership models, terms of service and formal decision making. (Please see Chart 2.) Definitions of each of the levels are as follows:

Steering Committee	Members are appointed by Executive Director; long standing group; review proposals from reporting groups; make recommendations to the Executive Committee for consideration
Advisory Councils	Members are appointed by Executive Director; long standing group; research data related to specific mission of group; make proposals to Steering Committee.
Task Force	Members are made up of organizing group members(Steering Committee or Advisory Council) and stakeholders; time limited group; research data related to assigned project; submit findings to organizing group.
Ad Hoc Work Group	Members are made up of organizing group only (Steering Committee or Advisory Council); time limited group; research data related to assigned project; submit findings to organizing group.

Chart 2

Boards and Committees Task Force: Standardization Subcommittee Recommendations							
BOARDS and COMMITTEES MATRIX							
Type	Primary Function	Scope of Authority	Size	Membership	Leadership	Service Terms	Decision Making
Executive Committee	Public Policy	Vertical and Horizontal	Discretion of HCPF Executive Director	HCPF Executive Director and HCPF Leadership	HCPF Executive Director	Discretion of HCPF Executive Director	Discretion of HCPF Executive Director
Steering Committees	Oversight and Review of Advisory Councils' Recommendations. Sole Authority to Funnel Recommendations Up to Boards and Committees Coordinator. Must Create Mission Statement, By-Laws. Town hall Meetings Optional.	Vertical and Horizontal	15 Maximum for Future Committees Created. Current Committees can be Grandfathered in. Odd Number of Members for Voting Purposes.	HCPF Executive Director Appoints Based on Recommendation from Department Staff. Open to Advisory Council Members. Can be a voting member of only one group. Support Staff Required.	Either Chair or Vice-Chair Must be HCPF Staff Unless Statutorily Prohibited.	Three-Year Terms, Limited to Two Consecutive; Maximum 9-Year Lifetime. Terms Rotate to Cross Election Cycles. HCPF Staff is NOT Term Limited.	Chair to Vote on All Items; NOT only Ties. Quorum of at Least 50% (including call-ins) Needed to Vote.
Advisory Councils	Scope of Work Limited to Council's Mission Statement, with Leeway to Examine Other Areas of Interest at the Discretion of the Council. Must Create Mission Statement, By-Laws.	Vertical Only. Advisory Councils CANNOT Bypass Steering Committees.	Minimum 9; Maximum 25-- Counting the Chair and Co-Chair.	HCPF Executive Director Appoints Based on Submitted Applications. Permissible to have Members from Steering Committee. Can be a voting member of only one group. Support Staff Required.	Chair Responsible for Reviewing and Reporting Back to Councils. Either Chair or Co-Chair Must be HCPF Staff Unless Statutorily Prohibited.	Two-Year Terms, Limited to Three Consecutive; Maximum 6-Year Lifetime. Terms Rotate to Cross Election Cycles. HCPF Staff is NOT Term Limited.	Quorum of at Least 50% (including call-ins) Required to Vote.
Ad Hoc Work Groups and Task Forces	Limited to Working Group's Project-Specific task.	Report to Assigned Advisory Council.	To Be Determined by Organizing Group. HCPF Staffing to Vary Based on Complexity of Assigned Project.	To Be Determined by Organizing Group.	Leadership Structure Left to Discretion of the Working Group.	To Be Determined by Organizing Group Based on Nature of the Project Assigned.	Voting or Consensus Left to Discretion of the Working Group.

Communication is a critical piece of the implementation of a new boards and committees operation. Task Force members expressed concern regarding the lack of efficient communication. Currently decisions made in one section are not being effectively communicated to other sections in the department that may be directly impacted. The possible result is duplication of efforts and/or the inappropriate implementation of programs in conflict with federal requirements.

Dr. May recommended improving communication by placing members of supervising groups as active members of the reporting sub-groups. The Task Force recommends an alternative method that better fits the Department's structure by developing a hot topics template for information distribution. The hot topics information should be evaluated and distributed to other groups that may be impacted. When the originating group has been advised of changes and updates to the hot topics paper, the originating group will provide the information to the supervising committee for consideration and possible action. This model allows for communication throughout the matrix and gives a complete picture of how ideas can be efficiently implemented. When supervising committees have reviewed reports from all groups, they will provide the Boards and Committees Coordinator with the proposed recommendations for executive committee consideration. The Boards and Committees Coordinator will submit the report to the Budget Office, Operations Office, the Legal Division and other necessary groups in the Department for review prior to submission to the executive committee.

A monthly HCPF Staff Group Coordination Meeting proposed by Dr. May will be implemented by the Boards and Committees Coordinator offering an opportunity to share information among the groups. Information will be provided to the Medical Services Board (MSB) in the way of written reports and fact sheets. Department staff will be available to provide briefings to the MSB when requested. This model in no way precludes members from the higher level committees from serving on the lower level groups.

One of the most dynamic communication tools available for the Department is the internet Web site. A user friendly Web site is important to the success of communication to our clients and stakeholders. Minor changes to the current Web site have little to no cost for the Department and may be used to provide available information from all stakeholder groups to the general public.

To create a more user friendly Web site, the Task Force recommends the current Medical Services Board button be renamed "Boards and Committees". The Boards and Committees home page will contain a color-coded organizational chart (Chart 1) and stakeholders can click on their group of interest to access a page with all the pertinent information about their group including: group membership information, agendas, minutes, meeting schedules, etc.

Dr. May's report recommended a database with the capacity to store all stakeholder group information. Department IT staff concluded that a database of this size would be too costly and not necessary. The Task Force recommends the Boards and Committees Coordinator be responsible for ensuring group information is on the Web site and updated using the State Internet Portal Authority (SIPA) model.

Training and education was an important point of consideration for the Task Force. The subcommittee recommendations are broken into two parts, first the education and training for Department staff that facilitate stakeholder groups, and second the training and education of stakeholder group participants. Training for staff facilitators includes: group facilitation skills; parliamentary procedures, both formal and informal; conflict management in a group setting; effective communication skills; how to recruit and retain group members; and development of a “best practices” manual. Training for stakeholders includes: group participation protocol; general Department orientation; group responsibilities in meeting statutory requirements; HIPAA; etc. A number of options were considered for who would facilitate the training including: adding responsibilities to the current Department Trainer, or establishing a new position as Boards and Committees Trainer who would be a Department employee. The Training Coordinator would either attend a train the trainer course, thus providing comprehensive training, or coordinate training through a contractor with expertise in group facilitation skills. The Task Force determined there are not enough current staff resources to add responsibility to existing positions. The Task Force, based on the training and education subcommittee report, ultimately recommends the hire of a new position.

In the review and analysis of Dr. May’s report, several recommendations did not fit into the established groups, and thus the Task Force created a miscellaneous subcommittee. The subcommittee recommends the central coordination of meeting supplies; technical resources; a list of Department facilitators; a budget for meeting necessities; and a Web site with group information, directions, maps and parking information. The subcommittee recognizes the need for a staff member to oversee the meeting supplies and to ensure the technology is up to date and in working order as well as to maintain the Web site and stakeholder meeting budget.

Conclusion

The Task Force worked to present a report to the Executive Director of the Department of Health Care Policy and Financing with a plan to implement the recommendations from Dr. Richard May’s HCPF Advocacy Committee Structure Report of December 2007.

The thoughts, ideas, and recommendations of the Task Force are intended to provide the Department with a group model that allows stakeholders an opportunity to work directly with Department staff on issues that impact clients and stakeholders. The Task Force understands there will be a cost to the Department, but believes that for this model to be successful, the recommendations must be followed.

The hard work of all Task Force members, hours of discussion and compromise lend to three primary goals. First, the intent is to assist new and existing stakeholder groups to be successful by providing necessary tools; second, the goal is to create a new and efficient structure that melds into the existing Department operation; third the recommendations offer tools for effective and efficient communication between stakeholders and Department staff.

Appendix A – Organization Subcommittee Report



Boards and Committees Implementation Task Force

ORGANIZATION SUBCOMMITTEE

Goals and Objectives:	To review the structure proposed by Dr. May of Health Grades, Inc., and suggest refinements and adjustments.
Recommendations:	One (1.0) Boards and Committees Oversight Coordinator Two (2.0) Training, Support, Website Assistance Formulation of a Steering Committee Revisions to Dr. May's organizational chart

ORGANIZATIONAL MATRIX

The group was tasked with reviewing the structure proposed by Dr. May of Health Grades Inc., and suggested refinements and adjustments to his organizational structure. Although most of his suggestions were followed as recommended, there were necessary exceptions.

GROUPS MOVED:

It is not within the Medical Services Board (MSB) scope of authority to perform as Dr. May suggested. The MSB is not supposed to be a reviewing organization and therefore cannot perform the duties he suggested.

Drug Utilization Review Board (DUR) is federally mandated and federal regulations do not allow it to operate in the manner specified in the report.

Pharmacy and Therapeutics Committee (P&T) operates under strict state guidelines and could not be modified to meet report specifics.

GROUPS ELIMINATED:

The Immunizations Advisory Council. There is already a Colorado Childhood Immunizations Council (CCIC) and there is no need to create a new advisory council in-house.

GROUPS CREATED:

Formulated a Steering Committee level and leadership from the six (6) committee groups who will meet monthly with the proposed Boards and Committees Coordinator to provide leadership and access to the Department Executive Committee for recommendations for rule changes and policy guidance; channel information from Executive Committee back to groups; and to provide oversight of designated councils or working groups affiliated with their scope of service or program. Department staff will be assigned to this steering committee.

An Eligibility and Enrollment Steering Committee due to the Governor's Building Blocks and Department's move towards the Eligibility Modernization Program.

GROUPS RENAMED:

Benefits to Comprehensive Benefits to better reflect the variety of advisory councils as outlined on the organization matrix

Mental Health to Managed Care to again reflect the actual tasks of the advisory councils outlined on the organizational matrix.

RECOMMENDED STAFFING:

- One (1.0) Boards and Committees Oversight Coordinator
 - Oversight Coordinator will be responsible for adhering to the standards that are developed and monitoring the group activities to assure committees are not under- or over utilized.
- Two (2.0) Training, Support, Web site Assistance
 - Training will be tasked with training Department staff and stakeholder committee members.
 - Support position will be tasked with posting agendas and minutes to the web site and ensuring time lines are met.

Appendix B – Standardization Subcommittee Report



Boards and Committees Implementation Task Force

STANDARDIZATION SUBCOMMITTEE

Goals and Objectives: Creation of a structure for the flow of stakeholder communications to the Department's Executive Committee through standardized membership applications, agendas, minutes and procedures.

Recommendations: Standardized Membership Application
Standardized Agenda Template
Standardized Minutes Template
Boards & Committees Matrix
Guidelines for By-Laws
Boards & Committees Coordinator (1.0 FTE)
Support Staff for new structure (2.0 FTE)

MEMBERSHIP APPLICATION

The primary purpose of the standardized application is twofold: (1) to allow stakeholders from the general public equal opportunity for serving in an official capacity; and (2) to provide the Executive Director with basic information for making fair and well-informed appointments to HCPF Steering Committees and Advisory Councils.

- A standard application will be posted on the web and used for all those seeking membership on a Department's Steering Committee or Advisory Council.
- Leaders of various groups are encouraged to provide general information about the mission, function and needs of the committee or council that is seeking to fill a vacancy and direct interested persons to the application on the Boards and Committees section of the Department's Web site.
- The application is in WORD and will be posted on-line but cannot be filled out or submitted on-line.
- Completed applications may be faxed, mailed or e-mailed to the Boards & Committees Coordinator. The Coordinator is responsible for forwarding applications to the assigned staff seeking to fill vacancies.
- Members of Working Groups do not need to apply. A member of an Advisory Council will ask them to join a Working Group for a specific project.
- The general public does not need to fill out this application to participate in committee, council or working group discussions.
- The applicant is asked to specify their interests and provide a brief overview of their qualifications and interest for serving. While education is of interest in the selection process, it is not valued higher than qualifications and interests.
- Applicants are asked if they are lawfully residing in the United States. While some members of the Boards and Committees Implementation Task Force believe that it is a prudent public practice to request this information of applicants who are seeking public appointments to a stakeholder steering committee or advisory council, others believe that this question places an unnecessary perceived barrier to valued participation and service from a group that holds a unique perspective on programs administered by this Department.

AGENDA

- An agenda template in WORD has been created in both the portrait and landscape formats. (Please refer to Appendix B, Attachment i)
- The template itself is set up with the Department's seal as well as blocks for entering required information in the heading and footer. (e.g., meeting name, date, time, location)
- The cover page provides directives such as:
 - All agendas must include a Meeting Statement of Purpose
 - All agendas must be posted on the Department's Web site at least five (5) business days prior to the meeting
- The last sentence of the agenda template reads: "Reasonable accommodations will be provided upon request of persons with disabilities. Please notify (insert your contact information) at least one week prior to the meeting if you need special accommodations in order to participate."

MINUTES

- A minute's template in WORD has been created in both portrait and landscape formats. (Please refer to Appendix B, Attachment ii)
- The template is created with the Department's seal, as well as blocks for entering required information in the header and footer. (e.g., meeting name, date, time, location)
- Instructions, although simple, do require the following:
 - Attendance and quorum information.
 - Decisions reached, and votes, if applicable, be recorded.
 - Implementation plans, target dates and responsible parties are included.
 - Draft minutes should be posted to the Department's Web site within ten (10) business days of the meeting. Minutes should be posted within ten (10) business days of final approval.
- Minutes should end with the next scheduled meeting date, time, location and the following statement: "Reasonable accommodations will be provided upon request of persons with disabilities. Please notify (insert your contact information) at least one week prior to the meeting if you need special accommodations in order to participate."

BOARDS & COMMITTEES MATRIX

- The organization of Stakeholder Input Groups will be as such: Working Groups (i.e. Task Forces and Ad-Hoc Groups), Advisory Councils, Steering Committees, the Boards & Committee's Coordinator, and the Department's Executive Committee.
- Recommendations will flow up and down through this chain to the HCPF Executive Committee. At the Steering Committee level, communication will also flow across to ensure that input from all groups of interest has been incorporated prior to any recommendation reaching the Department's Executive Committee.
- Standardization of the following is recommended for each level—Working Group, Advisory Council, Steering Committee:
 - Primary Function
 - Scope of Authority
 - Size
 - Membership Design
 - Leadership Model
 - Service Terms
 - Decision Making
- All Working Groups, Advisory Councils and Steering Committees are responsible for creating their own mission statements.
- Advisory Councils and Steering Committees are in charge of creating their own by-laws.

- The Boards and Committees Implementation Task Force has not reached consensus on whether members of the Medical Services Board should be ineligible for membership on a Steering Committee. Some of the Task Force felt that serving at both levels could create a conflict of interest or limit the flow of ideas generated by stakeholders, others found no reason to preclude them from serving in other capacities.
- Refer to Chart 2 on page 6 for more details.

BY-LAWS

By-Laws are required for Steering Committees and Advisory Councils. These groups should draft their own by-laws to promote cohesiveness in purpose and process. By-Laws are not necessary for Working Groups. By-Laws should address the following:

- Rules guiding quorums
- How frequently the group will meet
- Attendance requirements with procedures for non-compliance
- Chairs – role of, how selected, duties, co-or vice
- Department staff – role of
- Notice of Public Meeting requirements
- Decision-Making style and procedures

STAFFING REQUIREMENTS

The Standardization Subcommittee recommends three (3.0) FTE dedicated to the facilitation of stakeholder communications. Two (2.0) support staff are suggested to provide administrative support to the numerous Advisory Councils and Steering Committees. These positions may assist in general research as well. Paid interns, or college or graduate students seeking experience, may be well-suited for these positions. A portion of these 2.0 could be a group facilitator trainer on staff or contracted consultant through the Department of Personnel and Administration or the private sector.

The third FTE, a Boards and Committees Coordinator, should be created to:

- Coordinate consultation with stakeholders at all levels of the advocacy structure to ensure consensus prior to delivering steering committee recommendations to the Department's Executive Committee.
- Coordinate research related to issues and projects generated in the stakeholder process structure
- Attend meetings at all levels of the structure periodically to remain current on evolution of ideas and issues.
- Guide the flow of information between the Budget Office, the Department's Legal Division and other Department staff as needed, prior to delivering stakeholders' final recommendations to the Department's Executive Committee.
- Manage interns or grant-funded positions assigned to work with the numerous advisory councils and steering committees. (The Department estimates that this would be the full-time-equivalent of 2.0 positions.)
- Oversee group leader/facilitation training (quarterly trainings, ongoing basis) and manage the contract, if this task is bid to the private sector. Group leader/facilitation training will be offered for all interested Department staff working with steering committees, advisory councils or working groups and members of those groups to advance leadership skills, time management, goal setting, design of mission statements and by-laws, effective agenda management, Robert's Rules of Order, and encouraging quality stakeholder input.
- Organize town hall meetings conducted by steering committees.
- Maintain the steering committee and advisory council on-line application process.
- Develop and write the Department's standard operating procedure for creation of new councils or committees.

Appendix B - Attachment i – Standard Agenda Template

AGENDA INSTRUCTIONS:

(Delete this instruction page prior to printing or posting agenda.)

- Include the following on all agendas:
 - the name of the meeting
 - the date of the meeting
 - the location of the meeting
 - the time of the meeting (both beginning and ending if applicable)
 - the purpose of the meeting (what you will accomplish)
 - the mission statement of the group
 - if known, the date, location and time of the next scheduled meeting should be indicated at the end of the agenda
 - the name of the contact for anyone requiring special accommodations to attend the meeting will be inserted, where indicated, in the closing statement regarding special accommodations
- Meeting agendas should be posted on the Department's Web site and/or delivered to group participants no later than five (5) business days prior to the meeting.
- Supporting documents should also be posted on the Department's Web site and/or delivered to group participants with the agenda. (Not all documents may be useful if made available in advance of a meeting. Department staff may use discretion in determining which documents will or will not be posted to the Web site and/or delivered to participants prior to the meeting.)



AGENDA

Insert Meeting Name

Insert Meeting Location

Insert Meeting Date

Insert Meeting Time (start & end if available)

The mission of the Department of Health Care Policy and Financing is to improve access to cost-effective, quality health care services for Coloradans.

Insert date, time & location of next meeting

Reasonable accommodations will be provided upon request for persons with disabilities. Please notify (*insert your contact information*) at least one week prior to the scheduled meeting if you need special accommodations in order to participate.

Meeting Name

Meeting Date

Appendix B - Attachment ii – Standard Minutes Template

INSTRUCTIONS FOR DRAFTING MINUTES:

- The minutes should be compiled by the staff facilitator (or their designee) of the meeting.
- The minutes should include the following:
 - Members who attended (List stakeholders first and Department Staff next.)
 - Members who were absent/excused (stakeholders first, staff next.)
 - Establish what is required for a quorum and how it was achieved.
 - All motions made, who made them and who seconded them.
 - Record the number of votes, yes & no (names are not necessary unless there is a roll call vote.)
 - What decisions were reached?
 - What issues were rescheduled to a later date and when.
 - What action items were agreed upon with an overview of the implementation plan (be specific about who is responsible for what and when it will be completed.)
 - Always conclude minutes with the date, time and location of the next scheduled meeting.
- Minutes should be reviewed by one other group member for accuracy, tone and spelling/grammar.
- Minutes must be posted to the HCPF Web site no later than ten business days after the meeting or, if applicable, one week after approval of the group.



MINUTES

Insert Meeting Name

Insert Meeting Location

Insert Meeting Date

Insert Meeting Time (start & end if available)

The mission of the Department of Health Care Policy and Financing is to improve access to cost-effective, quality health care services for Coloradans.

Insert date, time and location of next meeting

Reasonable accommodations are provided upon request for persons with disabilities. Please notify (*insert your contact information*) at least one week prior to a scheduled meeting if you need special accommodations in order to participate.

Meeting Name

Meeting Date

Appendix B - Attachment iii – Standard Membership Application Template



COLORADO DEPARTMENT OF HEALTH CARE POLICY AND FINANCING APPLICATION

For Stakeholder Groups

The mission of the Department of Health Care Policy and Financing is to improve access to cost-effective, quality health care services for Coloradans.

FOR WHICH GROUP ARE YOU APPLYING?			
Name (Last, First, Middle)	Home Address		County
City, ST, Zip Code	Home Phone ()	Business Phone ()	E-mail Address

Please provide a brief overview of your qualifications and/or an explanation as to why you would like to serve on this group.

Area(s) of interest? (Please check all that apply.)	Children's Services	<input type="checkbox"/>	Rural/Non Urban	<input type="checkbox"/>
	Client	<input type="checkbox"/>	Developmental Disability	<input type="checkbox"/>
	Community Based Service Provider	<input type="checkbox"/>	Advocate	<input type="checkbox"/>
	Elderly	<input type="checkbox"/>	Eligibility Determination	<input type="checkbox"/>
	Disability Community	<input type="checkbox"/>	Medical Services Provider	<input type="checkbox"/>
	Mental Health	<input type="checkbox"/>	Other (describe)	<input type="checkbox"/>
	Policy/Delivery System	<input type="checkbox"/>		

Demographic Information: A response to the following is optional, but is encouraged. The information will be used to ensure groups are staffed with equal representation from all demographic areas.

Present Employer/Occupation		Date of Birth	Level of Education Completed	Gender M F
Registered Voter Y N	Party Affiliation Dem Rep In	Race: African Am Asian Hispanic Native Am Caucasian Other		

I certify that the facts contained in this application are true and correct to the best of my knowledge. I further understand that the Colorado Open Records Act may require that certain information contained in this application be available for inspection by the general public.

SIGNATURE _____ DATE _____
*Signature Required

RETURN COMPLETED FORM TO:

Boards & Committees Coordinator
Colorado Department of Health Care Policy and Financing
1570 Grant Street
Denver, CO 80203
Fax: (303) 866-4411
e-mail: _____

Reasonable accommodations will be provided upon request in order for persons with disabilities to participate as a group member. Please notify the Boards & Committees Coordinator if you require assistance in completing the application or in serving on an HCPF stakeholder group.

Appendix B - Attachment iii (1) – Standard Membership Application Clarification.

There are three items on the Standard Membership Application for which Task Force members were unable to come to a consensus. Group discussion included that: appointments to the groups will be made by Joan Henneberry, Executive Director; that based on this decision; Director Henneberry can and may be held accountable for appointments; that Director Henneberry should make the final determination on the inclusion of these items on the Standard Membership Application. Members of the Task Force are requesting that Director Henneberry decide whether to include or exclude these items on the Standard Membership Application.

The three questions are as follows:

- Are You Lawfully Present in US?
- Are You 18 Years Old or Older?
- Level of Education Completed

Updated clarification from Executive Committee input:

- *It was determined that the question regarding lawful presence would not be included on the Standard Membership Application.*
- *It was determined that the question of age be included on the Standard Membership Application, but moved and included in a "Demographic" category with an explanation that a response would be optimal but not required.*
- *It was determined that the question of education be included on the Standard Membership Application, but moved and included in a "Demographic" category with an explanation that a response would be optimal but not required.*

All changes request by the Executive Committee have been incorporated into this report.

Appendix B - Attachment iv – Standard Hot Topics Template



HOT TOPICS

Insert Meeting Name

Insert Meeting Location

Insert Meeting Date

Insert Meeting Time (start & end if available)

The mission of the Department of Health Care Policy and Financing is to improve access to cost-effective, quality health care services for Coloradans.

Topic	Discussion	Action	Follow-up

Appendix C – Communications Subcommittee Report



Boards and Committees Implementation Task Force

COMMUNICATIONS SUBCOMMITTEE

Goals and Objectives: Determine communications plan for keeping the Medical Services Board and internal and external stakeholders informed of committee activities

Recommendations: Roles of committee facilitators and committee leads
Communication to Medical Services Board
Boards and Committees organizational matrix on Web site
Vertical communication between advisory councils
Horizontal communication between steering committees

COMMITTEE FACILITATORS and LEADS

- Committee Facilitators report up to the Committee Lead using a worksheet template to capture hot topics.
- A standardized template for hot topics will be developed.
- The Committee Leads meet monthly to share information from the hot topics.
- The Committee Facilitators will work with the Department management to determine the strategic plans and agendas.

COMMUNICATION to MEDICAL SERVICES BOARD

- Written reports/fact sheets/briefings will be provided to the MSB in their packet each month. Staff will be available to brief the MSB at meetings per their request.

BOARDS AND COMMITTEES ORGANIZATIONAL CHART

- The organizational chart for the Boards and Committees will be posted on the Department's Web site for external stakeholders. The chart can be clicked on to gain access to agendas, minutes, etc.

Appendix D – Web site Subcommittee Report



Boards and Committees Implementation Task Force

WEB SITE SUBCOMMITTEE

Goals and Objectives:	To research and recommend a data base and web site to meet the needs of internal and external stakeholders.
Recommendations:	Partnering with Department IT and SIPA (Statewide Internet Portal Authority) Redesign of the Medical Services Board Web site for a Boards and Committees Web site. Consider One (1.0) Database Manager or Specialist FTE

PARTNERING

- "Working the document"
 - A representative from each committee, advisory council and working group, who is a subject matter expert, will be paired with a Department IT representative.
 - Restrictions will need to be put in place if the subject matter expert is updating the Web site while more detailed updating is to be done by the Department IT partner.
 - File size and storage requirements will need to be set (mp3, streaming capability, and photos) for each Web site.

WEB SITE

Utilize the State Internet Portal Authority (SIPA) for "train the trainer" sessions for updating the Web sites attached to each committee. The Department may further explore the need to request a Database Specialist FTE in the FY 09-10 budget cycle.

- Change the button that reads "Medical Services Board" on the left side of the Web site to read "Boards and Committees"
 - Clicking on this button will redirect user to a page with of visual of the steering committees and the Medical Services Board.
 - Clicking on a steering committee button will direct the use to another page with a visual of all the councils and working groups listed on the organizational matrix.
 - Clicking on a specific committee or advisory council box will direct the user to the page with the agendas, meeting minutes, etc., of a specific group.
 - Clicking on one of the committees will direct to another page with a visual of all the committees, groups, etc. listed on the org chart.
 - Clicking on the specified box will direct to the page with agenda, meeting minutes, membership, etc.
- A search function with a drop down box will be in the upper right hand corner of the Web site.

Appendix E – Training and Education Subcommittee Report



Boards and Committees Implementation Task Force

EDUCATION and TRAINING SUBCOMMITTEE

Goals and Objectives:	Education and training for Department staff who facilitate stakeholder groups. Education and training for stakeholder group members.
Recommendations:	Training for Department staff group facilitators and leaders Training for members of stakeholder groups One (1.0) Training FTE

TRAINING FTE

The subcommittee recommends hiring an employee to:

- Train Department staff
Options presented by the subcommittee included:
 - Adding training responsibilities to current Department trainer in Human Resources
 - Using Train the Trainer Model to train a current staff who will be responsible for training stakeholder meeting facilitators and attendees
 - Sending current group facilitators to training classes outside the Department
 - Hiring a consulting company to provide training to current facilitators at the Department
- Hire a Department trainer and establish a new position as assistant to the Department trainer:
 - Hire a 0.5 or 1.0 FTE who will be responsible for supporting the Department trainer
 - Hire a contractor who has expertise in Group Facilitation Skills

It was the decision of the Task Force to recommend hiring a new Department trainer position rather than increase the responsibilities of the current Department trainer.

TRAINING for DEPARTMENT

Existing Department staff and all future staff who facilitate stakeholder groups will be required to attend a training course that will include:

- Group Facilitation Skills
- Parliamentary Procedures, both formal and informal for interested facilitators
- Conflict Management in Group Setting
- Effective Communication Skills
- Development of a Best Practices Manual

TRAINING for STAKEHOLDERS

Stakeholders will receive a training course that includes:

- Council Participation Protocols
- General Department Orientation
- Council responsibilities in meeting statutory requirements
- HIPAA

Appendix F – Miscellaneous Subcommittee Report



Boards and Committees Implementation Task Force

MISCELLANEOUS SUBCOMMITTEE

Goals and Objectives:	To ensure all issues in Dr. May's report are addressed and to tie up all loose ends.
Recommendations:	One (1.0) Oversight FTE need Improved technology needs Facilitation/administrative practices

OVERSIGHT FTE

- At least one FTE should be assigned as a full-time Oversight Coordinator
 - A clerical position should be tasked with posting agendas and minutes to the Web site and ensuring these are posted timely

FACILITATION and ADMINISTRATIVE PRACTICES

- Maintain administrative checklist for meeting setups
- Determine if central coordination of all use of meeting space, supplies, A/V, food, etc. is efficient
- Ensure current technology required at specific meetings is functional
- Maintain and update conference room availability, parking lot locations and availability on the Web site.
- Allow staff to schedule conference rooms
- Maintain a list of facilitators
- Budget for refreshments and/or water for all meetings two hours or longer

TECHNOLOGY NEEDS

- Upgrade technology to include better teleconferencing, video conferencing and webinars

Appendix G – Proposed Boards & Committees Coordinator FTE

As noted in the appendices of various subcommittees, additional staffing is crucial to the success of the proposed structure of boards and committees to facilitate stakeholder communications through the Department. The Task Force has consolidated these recommendations into a single proposal to represent the entire group's position.

A brief description of the advocacy structure in the Department is crucial to understanding the need for and the function of the recommended new Boards and Committees Coordinator. The proposed hierarchy of stakeholder advocacy groups within the Department is as such:

- Working groups
- Advisory Councils
- Steering Committees
- Recommended Boards and Committees Coordinator
- Department Executive Committee

The goal of this structure is to ensure that the voices of community advocates are formally integrated into the Department's decision-making process.

Working groups are the foundation of the structure. These working groups, i.e., Task Forces and ad-hoc groups assigned to work on issue-specific projects are the gateway for provider, client and other community advocates to effectively express their concerns and recommendations for improving the services and programs administered by the Department. All working groups will be staffed by Department personnel based on their area of expertise. Working groups are run in an orderly fashion, yet somewhat informally to encourage public participation and discussion. Recommendations, concerns and ideas flow from working groups to their assigned advisory council.

The Department currently has numerous groups which may be termed "advisory councils." Selected stakeholders are invited to serve on advisory councils. In the future, appointees for these councils will be selected through a standardized application process. Generally, councils have 9 to 25 members. The role of advisory councils is to approve or disapprove recommendations submitted by various working groups that fall under their line of authority based on their mission and assigned areas of interest. While advisory councils are open to the public and accept stakeholder testimony, their working style is a little more formal. Voting occurs, and a chair/co-chair sets agendas and coordinates with their assigned steering committee. Decisions and recommendations that pass the advisory council level are passed up to their assigned steering committee. Department staff serves as either the chair or co-chair of advisory councils.

There are six committees placed at the proposed steering committee level within the Department. Members will go through a formal application and selection process. Each steering committee is limited to 15 members. Business is conducted formally, with votes recorded. Steering committees study issues brought up to them through their respective advisory councils. Department staff serves as either chair or vice chair, unless prohibited by statute. Before passing recommendations forth to the Boards and Committees Coordinator, steering committees must study issues broadly, ensuring that all possible angles and concerns have been covered. Thus, when illustrating their role on the Boards and Committees Matrix their role is not only "vertical" in nature, but also "horizontal"—meaning their communication and authority extends across the entire structure. Their function is to forward recommendations to the Boards and Committees Coordinator.

The Task Force envisions the responsibilities of the Boards and Committees Coordinator as follows:

- Coordinate consultation with stakeholders at all levels of the advocacy structure to ensure consensus prior to delivering steering committee recommendations to the Department's Executive Committee
- Coordinate research related to issues and projects generated in the stakeholder process structure
- Attend meetings at all levels of the structure periodically to remain current on evolution of ideas and issues
- Guide the flow of information between the Budget Office, the Department's Legal Division and other Department staff as needed, prior to delivering stakeholders' final recommendations to the Department's Executive Committee

- Manage interns or grant-funded positions assigned to work with the numerous advisory councils and steering committees. (The Task Force estimates that this would be the full-time-equivalent of 2.0 positions.)
- Oversee group leader/facilitation training (quarterly trainings, ongoing basis) and manage the contract, if this task is bid to the private sector. Group leader/facilitation training will be offered for all interested Department staff working with steering committees, advisory councils or working groups and members of those groups to advance leadership skills, time management, goal setting, design of mission statements and by-laws, effective agenda management, Robert's Rules of Order, and encouraging quality stakeholder input.
- Organize town hall meetings conducted by steering committees
- Maintain the steering committee and advisory council on-line application process
- Develop and write the Department's standard operating procedure for creation of new councils or committees