HOSPITAL TRANSFORMATION PROGRAM

COMMUNITY AND HEALTH NEIGHBORHOOD ENGAGEMENT:

ACTION PLAN TEMPLATE

I. Instructions and Timeline

Hospitals interested in participating in the Hospital Transformation Program (HTP) must engage organizations that serve and represent the broad interests of the community, including clinical providers, to identify community needs and resources to inform their applications to the HTP. Hospitals should utilize existing forums and collaborations already in place, such as health alliances, when possible, rather than establishing new forums of engagement.

Potential program participants must submit a Community and Health Neighborhood Engagement (CHNE) Action Plan, to outline how they will conduct the CHNE process. In completing this document, hospitals should review the requirements for CHNE outlined...
in the CHNE Requirements document and the CHNE Hospital Guidebook to ensure compliance.

In particular, the State will be reviewing proposed Action Plans to ensure:

- The process will be adequately inclusive of organizations that serve and represent the broad interests of the community and that no key stakeholders are excluded;
- There is a plan for proactive recruitment as needed and addressing any gaps in participation;
- The hospital has obtained letters from its local RAE at least two other community organizations expressing that they are aware of the Action Plan and that they intend to participate in the CHNE process (hospitals will be expected to reach out to the Department to seek assistance if they experience difficulties in obtaining these letters);
- Existing forums and collaborations already in place will be leveraged as reasonably feasible and the hospital has obtained letters from coalition and meeting coordinators expressing that they are aware of the Action Plan and that they intend to participate in the CHNE process (hospitals will be expected to reach out to the Department to seek assistance if they experience difficulties in leveraging existing coalitions and meetings);
- A diverse enough range of venues, locations, times and manners for engagement will be provided to ensure a meaningful opportunity for participation;
- Opportunities for engagement will be held at regular intervals;
- The venues for engagement will provide opportunities for information to be shared out and input to be received;
- There is a plan for providing adequate notice of engagement opportunities and for providing updates; and

The Colorado Healthcare Affordability and Sustainability Enterprise (CHASE) is a government-owned business within the Department of Health Care Policy and Financing. www.colorado.gov/hcpf
The program participants have identified or have a process planned for identifying existing Community Health Needs Engagement or other data to complete an evidence-based environmental scan, including identifying community needs and existing resources and gaps.

Action Plans must be submitted in .pdf form with all supporting documentation via e-mail by November 30, 2018 at 5pm to the CO HTP email address COHTP@state.co.us. Plans received after this deadline will not be considered and hospitals will be expected to begin implementing their plans immediately following submission, or earlier.

Following the submission date, the State will review the Action Plans. The plans will not be scored. However, the State will work collaboratively with participants in December 2018 to refine plans as needed to reflect a CHNE process with which both the participant and the State are comfortable.
II. Contact Information

Please provide the legal name, address and Medicaid ID number for the hospital for which this Action Plan is being submitted, as well as a name, address and title for a hospital executive with signatory authority to whom official correspondence should be addressed.

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Yampa Valley Medical Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Medicaid ID Number</td>
<td></td>
</tr>
<tr>
<td>Hospital Address</td>
<td>1024 Central Park Dr</td>
</tr>
<tr>
<td></td>
<td>Steamboat Springs, CO 80487</td>
</tr>
<tr>
<td>Hospital Executive Name</td>
<td>Stephanie Doughty</td>
</tr>
<tr>
<td>Hospital Executive Title</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Hospital Executive Address</td>
<td>1024 Central Park Dr</td>
</tr>
<tr>
<td></td>
<td>Steamboat Springs, CO 80487</td>
</tr>
<tr>
<td>Hospital Executive Phone Number</td>
<td>970-870-1111</td>
</tr>
<tr>
<td>Hospital Executive Email Address</td>
<td><a href="mailto:Stephanie.Doughty@uchealth.org">Stephanie.Doughty@uchealth.org</a></td>
</tr>
<tr>
<td>Primary Contact Name and Title</td>
<td>Roberta Capp, Medical Director Care Transitions</td>
</tr>
<tr>
<td>Primary Contact Address</td>
<td>12401 E 17 th Ave, Mail Stop B255</td>
</tr>
<tr>
<td>Primary Contact Phone Number</td>
<td>720-848-4398</td>
</tr>
<tr>
<td>Primary Contact Email Address</td>
<td><a href="mailto:Roberta.capp@uchealth.org">Roberta.capp@uchealth.org</a></td>
</tr>
<tr>
<td>Secondary Contact Name and Title</td>
<td>Soniya Fidler</td>
</tr>
<tr>
<td>Secondary Contact Address</td>
<td>1024 Central Park Dr</td>
</tr>
<tr>
<td></td>
<td>Steamboat Springs, CO 80487</td>
</tr>
<tr>
<td>Secondary Contact Phone Number</td>
<td>970-870-1127</td>
</tr>
<tr>
<td>Secondary Contact Email Address</td>
<td><a href="mailto:Soniya.fidler@uchealth.org">Soniya.fidler@uchealth.org</a></td>
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</tbody>
</table>
III. Engagement Strategy

With the following responses, please outline your strategy for engaging community organizations as you identify community needs and plan for your participation in the Hospital Transformation Program. Hospitals are required to solicit and incorporate into their planning and applications input from a broad cross-section of the community and Health Neighborhood\(^1\), including clinical providers and organizations that serve and represent the broad interests of the community and those specific to HTP priority populations and project topics, including but not limited to:

- Regional Accountable Entities (RAEs);
- Local Public Health Agencies (LPHAs);
- Mental Health Centers;
- Community Health Centers, including Federally Qualified Health Centers and rural health centers;
- Primary Care Medical Providers (PCMPs);
- Regional Emergency Medical and Trauma Services Advisory Councils (RETACs);
- Long Term Service and Support (LTSS) Providers;
- Community organizations addressing social determinants of health;
- Health Alliances; and
- Consumer advocates/advocacy organizations

III.a. Please use the space below to explain how organizations that serve and represent the broad interests of the community will be engaged in the CHNE process. The following Please include in your response:

\(^1\) Health Neighborhood providers include: specialty care, LTSS providers, Managed Service Organizations and their networks of substance use disorder providers, hospitals, pharmacists, dental, non-emergency medical transportation, regional health alliances, public health, Area Agencies on Aging, Aging and Disability Resources for Colorado, and other ancillary providers such as Colorado Crisis Services vendors.
• What community organizations you intend to engage and how you will ensure participation aligns with HTP priority populations and project topics;

• Your plan for outreach;

• Any gaps you expect as you engage the community and your plan for addressing those gaps; and

• What existing coalitions and meetings you intend to leverage and your collaborative plan for doing so. If you do not plan to leverage existing forums, please provide an explanation. Please submit letters from the coalition or meeting coordinators of any coalition/meeting you intend to leverage expressing that they are aware of the Action Plan and that they intend to participate in the CHNE process;

Response (Limited to 500 words or less)

Yampa Valley Medical Center (YVMC) will work closely with other UCHealth facilities and hospitals that are located close by. This will help groups easily interact with stakeholders in the community. The plan is to conduct an assessment of the area and get groups committed to working together to improve care.

YVMC will work closely with the Regional Health Connector (RHC). This group has much experience in bringing community groups together. We will rely on them to help us conduct a robust scan of needs in the area. This will be done with our hospital and the LPHA. This partnership will help us to be able to take part in talks about the scan and make sure the 5 key areas in the HTP are a main focus during the scan.

Along with bringing groups together, the RHI has agreed to support the HTP by:

• recognizing and addressing social determinants of health

• finding local needs of the community
Response (Limited to 500 words or less)

- connecting hospitals and key groups in the area

The RHC is a member of the Health Partnership Alliance. It is also part of the Rocky Mountain’s Health Plan Integrated Care Coordination Program. One of the main functions of the Health Partnership is to support care transitions for members with Medicaid and Medicare living in northwest Colorado.

Along with being an active team member of the RHC health needs scan, YVMC has found these partners to work with. Our goal is to use the current partnerships to improve care practices for people on Medicaid that have been in the hospital or seen in the emergency room. They include:

- Northwest Colorado Health
  - The local FQHC
  - Provides:
    - Behavioral health care
    - Dental care
    - Home health agency
    - Acts as the local public health agency

- Mind Springs Health
  - The leading mental and behavioral health network on the Western slope

- Rocky Mountain Health Plans (RMHP)
  - The regional accountable entity (RAE) of the Northwest region
  - We will talk about:
    - P4P measures
    - Ways to improve care for people with Medicaid

During this scan process, we hope to find any other key groups to work with. Our goal is to find:
Response (Limited to 500 words or less)

- Areas with gaps in care
- Issues with giving care to people with medicaid
- Ways to work through known issues of bringing into line other works going on in the community

At this time, we have found gaps in working with all 10 key groups listed in the action plan. To find the groups we are required to work with, we have joined up with our:

- Regional Health Connector
- RAE
- Public Health Agency

Please include letters from your local RAE and at least two other, different types of community organizations, such as:

- LPHAs;
- Mental Health Centers;
- Community Health Centers;
- PCMPs;
- RETACs;
- LTSS Providers;
- Consumer advocates or advocacy organizations; and
- Community organizations addressing social determinants of health.

The letters should express that they are aware of the Action Plan and that they intend to participate in the CHNE process.
III.b. Please use the space below to describe strategies you will undertake to maximize participation. Please include in your response:

- An outline of the types of activities you have planned and their expected frequency;
- How participation will be facilitated;
- Your plan for noticing activities; and
- Your plan for sharing out updates.

Response (Limited to 250 words or less)

To make this action plan, we met with all the groups listed earlier, either in person or by phone. We gave details about the hospital transformation program and told our partners about the goals of this new hospital Medicaid program. We also told them about how we worked with the groups in the community to make this action plan.

The RHC will invite key groups to work together. These groups will come from many areas and will also have people from the community. They will be asked to be part of the joint LPHA and hospital needs assessment. This scan will include the 5 key areas of the HTP.

RHC will hold these meetings each month. The schedule is to be shared with the public on the Colorado Dashboard and with other local groups. By working together, local residents will do the interviews and surveys of the people in the area to gain their insight. We will work with the groups listed in the plan either as a large group or one by one.

Along with this, YVMC will arrange smaller meetings with groups in the area. The goals of these meetings are to find gaps in care related to transitions and align the work needed based on the health needs assessment. YVMC will work with:

- Northwest Colorado Health
Response (Limited to 250 words or less)

- Mind Springs
- Rocky Mountain Health Plans
- The Health Partnership
- RHC

Our health needs findings in the area around UCHealth YVMC will be given in a mid-point report. This report will be made public at Health First. YVMC will give feedback from the smaller workgroups to the larger RHC community group. This will allow the larger group to learn about the gaps in care and give their feedback about what has been found.

III.c. Please use the space below to provide an overview of the process and methods that will be used to conduct community assessments, including the sources and information that will be used to identify community health needs and service levels available. Please address in your response:

- Known CHNAs and other data sources you can utilize, noting any known or expected gaps specific to HTP priority populations and project topics;
- Data sources available from partners; and / or
- Where you intend to find data sources specific to HTP priority populations and project topics.

Response (Limited to 250 words or less)

YVMC will work closely with RHC to build the surveys and questions that will be used for the CHNA-E scan. The RHC team will give out the surveys and gather focus groups to get feedback from the people of the area. Along with this, we will combine...
Response (Limited to 250 words or less)

the results of these surveys and questions with the findings that UCHealth’s internal data work group has.

The UCHealth System is creating an internal workgroup to work with data from the HTP needs to:

- Combine data from many areas
- Evaluate the data
- Make recommendations

The data workgroup will meet each month and be made up of people from:

- Population health
- Revenue cycle
- Care management and social work
- Data-analytics
- Doctor and medical providers

Best practices and requests from the work group will be given to hospitals and key groups in the community to get them talking about the needs of the people in the area in an unbiased way.

When we have talks about data issues, we plan to work closely with:

- RAE
- Health First

III.d. Please use the space below to describe expected challenges and potential solutions to engaging community organizations in the CHNE process.
Response (Limited to 250 words or less)

We would like to use the partnership meetings that are already in place to help the groups not grow tired of coming to meetings. As we learn more, we may change how we set up our meetings and schedules based on what we learn from groups in the community.

We know that in spite of our best effort to work with groups in the community, we may have missed key groups we need to work with. We want to share the work that the hospitals are doing and plan for more partnerships for the HTP CHNE and growth of the program. To do this, we will work with the:

- RAE
- State
- LPHA
- RHC

Looking closely how data is gathered, exchanged and studied can take much time. This may not work well with the CHNE timeline and not all key groups may be pleased. We will work with key groups, legal and data departments to better understand and report limits with leading these types of activities. We may have gaps in data sources and types from items such as:

- Database
- Interviews
- Surveys

[Signature]

uchealth
VI. Additional Information (Optional)

You may use the space below to provide any additional information about your planned CHNE process.

Response (Limited to 250 words or less)

UCHealth wants to learn about other meetings in the area that we can join. We want to work with groups that want to partner with YVMC to do the mid-point HTP scan.

We are open to working with any of the agencies listed in this form. If you are part of a group that wants to work with and be part of the HTP process, please let us know. You can contact the person listed in this application. Our goal is to create a true picture of the health care needs of our area.

[Signature]

[Logo: uchealth]