

# 2020 – 2022 Implementation Strategy

Based on findings of the 2019 Community Health Needs Assessment

UCHealth Yampa Valley Medical Center

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# Introduction and overview

## Introduction.

UCHealth Yampa Valley Medical Center (YVMC) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. YVMC has engaged many partners and organizations in the local community to promote health and prevent illness with a focus on serving the community's most vulnerable populations. These efforts are not only focused on providing emergency services and charity care, but also aim to develop and offer programs that promote health, prevent illness and ultimately address the social determinants of health. This report summarizes YVMC's planned activities to support the identified community health needs.

## Our mission.

We improve lives. In big ways through learning, healing, and discovery. In small, personal ways through human connection. But in all ways, we improve lives.

## Our vision.

From health care to health.

## Our values.

Patients first  
Integrity  
Excellence

## Yampa Valley Medical Center overview.

YVMC is a not-for-profit hospital and has been a member of the community since 1914. YVMC is a 39-bed acute care, level 3 trauma center providing sophisticated medical services to more than 51,000 outpatients annually. From family medicine and obstetrics to emergency medicine and chronic disease care, YVMC provides high-quality care to residents and visitors alike. YVMC is committed to improving the lives of the community's most vulnerable residents and cared for nearly 7,500 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2019.

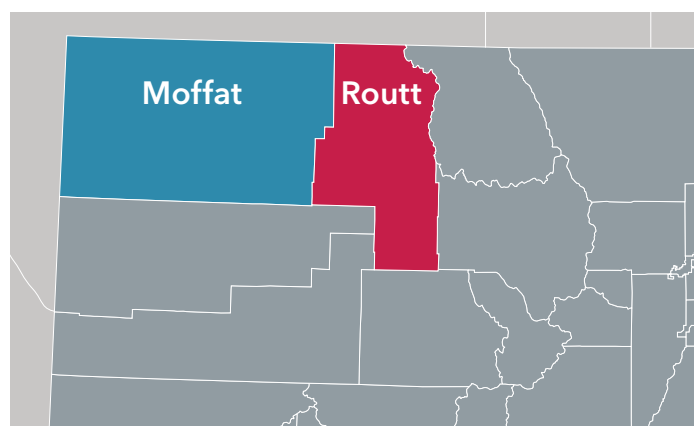
UCHealth is a Colorado-based health system that offers the most advanced care throughout the Rocky Mountain Region, extending from Colorado to Wyoming and western Nebraska. As Colorado's only integrated community and academic health system, we are dedicated to improving lives and providing the highest quality medical care with an exceptional patient experience. With more than 150 locations throughout the region, UCHealth pushes the boundaries of medicine, providing advanced treatments and clinical trials to ensure excellent care

and outcomes for 1.7 million patients each and every year. UCHealth is also the largest provider of Medicaid services in Colorado and cared for 691,000 Medicaid encounters during fiscal year 2019, an increase of 239% since fiscal year 2013.

## Community served.

The YVMC community is defined as Moffat and Routt counties in northwest Colorado. For 2017, population totals from the two counties was 38,451. The median age of residents in both counties is increasing, potentially placing different demands on health care systems than those needed to care for children and working adults. Additionally both counties experienced a significant increase in the Hispanic/Latino population. Cultural differences and/or language barriers can impede equitable access to health care. Combined, residents from these counties comprised more than 75% of YVMC's patients cared for during 2018.

The following map illustrates Routt and Moffat counties.



# Implementation strategy

## Implementation strategy process, development and approval.

The implementation strategy report for YVMC is based on the findings and health issue priorities established through the 2019 YVMC Community Health Needs Assessment (CHNA).

### Implementation strategy process.

The implementation strategy for YVMC is based on the findings and health need priorities established through the 2019 YVMC Community Health Needs Assessment (CHNA). An implementation strategy summarizes a hospital's plans to address identified community health needs and is intended to satisfy the requirements set forth in the Patient Protection and Affordable Care Act. The implementation strategy process is intended to align the hospital's resources and programs with goals, objectives and metrics for how the hospital plans to address the identified health needs in the local community.

The implementation strategy was developed by the YVMC Internal Advisory Group (IAG), which is comprised of senior leaders at YVMC and represents a broad range of

departments and services across the organization. The development of the implementation strategy was based on an assessment of available community resources, as well as a review of YVMC's clinical support services, community health improvement programs and sponsorships and contributions to community organizations that aligned with identified health needs within the community.

The activities described in this report also rely on collaboration and partnerships with many of the same organizations and stakeholders that participated in the CHNA process. The listed strategies represent the combined input from key community leaders, public health experts, local health care providers and YVMC leadership. Appendix A includes a list of the organizations engaged during the CHNA and implementation strategy processes.

This report intends to describe hospital-based resources directed toward programs and services that will impact the priority health issues and are also aligned with federal community benefit guidelines for non-profit hospitals. Given the ever-changing landscape of healthcare, the initiatives in this implementation strategy may change and new ones may be added or others eliminated based on the community needs during the 2020 through 2022 timeframe. On an annual basis, the YVMC IAG will review this implementation strategy to determine if changes should be made in order to better address the health needs of the community.

### Board of Trustees approval.

During their September 2019 meeting, the YVMC Board of Trustees was apprised of and approved the implementation strategy and related activities described within this report.



# Community health needs

## Identified community health needs.

YVMC completed its 2019 CHNA during the timeframe of September 2018 – June 2019. The CHNA process provided an opportunity for the hospital to engage public health experts, medical providers and community stakeholders to collectively identify the most critical health needs within the community.

## Assessment and prioritization process.

A review of health data indicators, results from a health care provider survey and community input were combined to generate a list of proposed priority health needs. Eight areas of opportunity were identified including access to care, cancer, cardiovascular disease, unintentional injury, maternal and child health, mental health, obesity and substance use disorders. The comprehensive list of opportunities was presented to YVMC's IAG for consideration and was prioritized based on the following criteria: 1) Scope and severity of the health need, 2) Economic feasibility to address health need, 3) Potential for hospital to impact health need, 4) Alignment with UHealth system strategies, and local, state and national objectives.

## Prioritized health issues.

The prioritized health issues identified for impact within the community served by YVMC include:

- Access to care
- Mental and behavioral health
- Substance use disorder
- Specialty care services including cardiovascular health, cancer and obesity

## Tables addressing prioritized health needs.

The following tables outline strategies, initiatives, anticipated impact, potential collaborations and partners and resources that the hospital will commit to address each of the prioritized health needs. It is notable that many of these resources overlap in their ability to address multiple priority health issues; they will be described within this report where their impact is likely to be the greatest.

In addition to the many activities outlined in this report, UHealth recently pledged \$20 million to the YVMC Foundation to support the advancement of health in northwest Colorado. The funds will be used to provide grants to nonprofit organizations in Routt and Moffat counties that align with the goals and health needs of the community.





# 2020 – 2022 Implementation Strategy

**Priority health issue: Access to care.**

**Goal: Improve access to primary and behavioral health care services for vulnerable populations.**

Access to comprehensive, quality health care services is important for the achievement of health equity and for increasing the quality of life for all. A sharp decline in the proportion of people without any health insurance occurred in Routt and Moffat County with the implementation of the Affordable Care Act and expansion of Medicaid. Despite this, community members, key leaders and medical care providers in both counties continue to identify significant barriers to accessing health care services, particularly for individuals insured through Medicaid and those living in rural locations.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
<b>Support care coordination services for medically complex individuals who are uninsured or receive government-subsidized health care services.</b>	Participate in Navigation Networks, which provides care coordination staff to ensure that vulnerable populations have access to comprehensive support services.	Improved access to and use of appropriate health care services.	Northwest Colorado Community Health Partnership (NCCHP)	Staff-time to support the implementation of the programs and initiatives.  In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.
<b>Nurse telephone consultation services provided to residents and visitors.</b>	Continue to offer the Ask A Nurse telephone service, providing nurse consultation services at no cost that help to assess symptoms and provide advice on seeking care and improving health.	Improve access to timely and high-quality health information.	AccessNurse	
<b>Provide interpretation services for follow-up discharge care planning.</b>	Provide interpretation services to limited English proficiency (LEP) patients, which can be provided in-person, via phone or by video.	Improved access to and use of appropriate health care services.	Language Line Solutions	
<b>Low-cost screenings.</b>	Implement program to provide low-cost sports medicine screenings.	Expanded access to low or no-cost professional health care services.	Steamboat Springs Winter Sports Club	
<b>First responders at community events, youth sports events.</b>	Provide emergency first responders and physical therapists to address injuries incurred during community events (rodeo, youth sporting events).	Improved access to affordable health care services.	Steamboat Springs, Hayden and South Routt School Districts	
<b>Transportation services for behavioral health patients.</b>	Provide financial support for transportation for behavioral health patients referred to inpatient psychiatric services outside of Routt County.	Improved access to transportation for services outside of the local community.	3DShield	
<b>Educational programming for individuals with limited English proficiency (LEP).</b>	Provide simultaneous interpretation services to multiple LEP community members at group events.	Improved equitable access to educational programs and health care services.	Language Line Solutions	

# 2020 - 2022 Implementation Strategy

**Priority health issue: Mental and behavioral health.**

**Goal: Improve identification and treatment of mental health issues among high-risk individuals.**

Mental health problems produce substantial morbidity in the population and compound physical health issues in many ways. Health care providers within the YVMC community expressed the urgent need to improve identification and treatment of mental health issues, co-occurring substance use disorders, and depression among both youth and adults.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
<b>Expansion of social work staff support.</b>	Expand social work services to assess opportunities for referral assistance to high-risk patients in emergency department; continued support in inpatient and outpatient units.	Improved access to and use of appropriate health care services.	Mind Springs Health	<p>Staff-time and program license fees supporting the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
<b>Mental health support for school district.</b>	Provide financial support for mental health counselors embedded within the local school district.	Improved behavioral health support for school-age youth.	Steamboat Springs, Hayden and South Routt School Districts	
<b>Tele-behavioral health consultation services.</b>	Implement tele-behavioral health consults through the UCHealth Virtual Health Center.	Improved access to behavioral health consultations.	UCHealth Virtual Health Center	
<b>24-hour crisis support services.</b>	Provide 24-hour crisis support through availability of embedded social work staff.	Improved access to behavioral health support services.	YVMC social work staff	
<b>Collaboration with NCCHP.</b>	Provide financial support for implementation of community-based initiatives developed to identify/assist individuals requiring mental health support.	Early identification of individuals requiring behavioral health support.	NCCHP	
<b>Behavioral health support within pain management clinic.</b>	Provide behavioral health support and services to pain management patients.	Reduction or elimination of opioid use, improved overall patient outcomes, increased awareness of pain to better control pain without increase to opioids.	YVMC Integrated Health Program	
<b>Bridge delays in access to local providers through use of digital behavioral health support services.</b>	Provide access to interactive, individually-tailored programming to address depression, anxiety, stress, substance use, chronic pain and sleep challenges.	Improved access to behavioral health support services.	myStrength	

# 2020 – 2022 Implementation Strategy

**Priority health issue: Substance use disorders.**

**Goal: Expand and strengthen substance use disorder prevention and treatment services.**

The abuse and misuse of prescription drugs in Colorado is one of the state’s major public health crises, and the human and economic cost of this crisis is staggering. In Colorado in 2017, 560 people died of overdoses that were linked to prescription opioids or heroin. According to a 2017 national survey administered by the Substance Abuse and Mental Health Services Administration, Colorado residents age 12 and older are top consumers of opioid painkillers used for non-medical reasons, marijuana, alcohol and cocaine.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
<b>Alternatives to opioids.</b>	Implement protocols for pain management without the use of opioids in the YVMC emergency department. Further adapt the protocols for use in both the inpatient and outpatient settings.	Decreased administration of opioids in emergency department and inpatient units.	Colorado Hospital Association, Colorado Consortium for Prescription Drug Abuse, Colorado Chapter of the American College of Emergency Physicians, the Colorado Emergency Nurses Association	<p>Staff-time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
<b>Screening, Brief Intervention and Referral to Treatment (SBIRT) in ED.</b>	Implement program in YVMC emergency department whereby patients identified as being under the influence of alcohol are assessed for substance use, depression, anxiety and related behavioral health issues.	Improved identification and referral of patients with substance use and/or behavioral health issues.	UCHealth Emergency Department staff, Mind Springs Health	
<b>Opioid awareness and education.</b>	Continue implementation of UCHealth system-wide opioid awareness campaign.	Increased awareness of risks associated with opioid use and alternatives to their use.	UCHealth marketing and public relations teams	
<b>Detox support opportunities.</b>	Explore opportunities with city and county law enforcement to ensure appropriate resources for detox services when medical conditions are not present.	Improved identification and referral to treatment for individuals with substance use disorders.	Steamboat Springs, Routt and Moffat county police departments	
<b>Support for community-based initiatives, such as “More PT, less Rx”.</b>	Explore process to identify patients for referral to physical therapy in place of medication.	Increased awareness of risks associated with opioid use and alternatives to their use.	NCCHP	
<b>Support for Rx Task Force activities.</b>	Provide financial support for community-based opioid awareness and training events.	Increased awareness of risks associated with opioid use and alternatives to their use.	NCCHP	



# 2020 - 2022 Implementation Strategy

**Other identified health issues: Cardiovascular health, obesity and cancer.**

**Goal: Provide low to no-cost health screenings, health promotion education and community-based wellness programs.**

In addition to the prioritized issues described above, other health issues identified in YVMC's CHNA included cardiovascular disease, obesity, and cancer. YVMC supports community-based health promotion and disease prevention programs tailored to meet the most pressing issues identified within the community.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
<b>Community health education.</b>	Develop and conduct emergency response trainings, diabetes education series, women's health education, and nutrition seminar series.	Increased awareness of diabetes management, healthy dietary practices, emergency preparedness strategies.	YVMC certified diabetes educators, American Diabetes Association, American Cancer Society	Staff-time to support the implementation of the programs and initiatives.  In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.  Mobile PET scanning unit.
<b>Partnership with Old Town Hot Springs.</b>	Develop programs with local health and recreation center to focus on various health topics.	Increased access to health education and screenings.	Old Town Hot Springs	
<b>Community screenings and risk assessments.</b>	Host annual screening and prevention programs.	Increased access to health education and screenings.	Local medical oncologists, YVMC clinical staff	
<b>Additional services.</b>	Expand cancer services to include PET/CT scanning and consider other additional services as resources allow.	Expanded access to comprehensive, high-quality screening technologies.	YVMC clinical staff	

# Conclusion

YVMC's implementation strategy for 2020 - 2022 will serve as one of the numerous ways that YVMC and UCHealth support the local community. This report summarizes our plan to impact our patients and the communities we serve through a focus on the prioritized areas of need identified within the CHNA. YVMC will regularly identify ways to refine its implementation plan over the next three years, including collaboration with leaders from across UCHealth to explore policies, practices and programs that might be implemented within YVMC's community. YVMC will continue to focus its efforts in the community to promote health improvement and ultimately achieve the mission of improving the lives of those we serve.



# Appendix A

## Community organizations and partners engaged during the CHNA and implementation strategy processes:

- AccessNurse
- Colorado Hospital Association
- Colorado Consortium for Prescription Drug Abuse
- Colorado Chapter of the American College of Emergency Physicians
- Colorado Emergency Nurses Association
- Rangely District Hospital
- Pioneers Medical Center
- Memorial Regional Health
- Hayden school district
- Mind Springs Health
- Moffat County Law Enforcement
- Moffat County United Way, which includes the following:
  - Moffat County Human Resource Council
  - Bear River Young Life
  - Boys and Girls Club of NW Colorado
  - Craig Senior Citizens
  - Freedom Hooves
  - Interfaith Food Bank
  - LoveINC
  - Moffat County Cancer Society
  - Northwest Colorado Dental Coalition
  - Northwest Colorado Legal Services
  - Open Heart Advocates
- Old Town Hot Springs
- Reaching Everyone Preventing Suicide
- Road 2 Recovery
- Routt County Human Resource Coalition, which includes the following:
  - Advocates of Routt County
  - Boys & Girls Club of Steamboat Springs
  - City of Steamboat Springs - Parks and Recreation Department - Teen Programs
  - Colorado Workforce Center
  - Integrated Community
  - Craig-Scheckman Family Foundation
  - Discovery Learning Center - Family Development Center
  - First Impressions of Routt County
  - Girl Scouts of Colorado
  - Grand Futures
  - GrandKids Child Care Center
  - Heritage Park Preschool
  - Holy Name Preschool
  - Horizons
  - NW CO Center for Independence
  - LiftUp of Routt County
  - Northwest Colorado Health (regional public health agency)
  - Partners in Routt County
  - Planned Parenthood of the Rocky Mountains
  - Routt County Council on Aging
  - Rocky Mountain Youth Corps
  - Routt County Department Human Services
  - Routt County United Way
  - South Routt Community Center
  - Steamboat Springs School District RE2
  - Totally Kids
  - Yampa Valley Autism
  - Yampa Valley Community Foundation
  - Young Tracks
  - Northwest Rocky Mountain CASA
  - Division of Vocational Rehabilitation
- Routt County Law Enforcement
- South Routt School District
- Steamboat Rotary
- Steamboat Springs Police Department
- Steamboat Springs Winter Sports Club
- Steamboat Springs Youth Hockey Association
- The Northwest Colorado Community Health Partnership, which includes the following:
  - Casey's Pond - Steamboat senior living community
  - Grand County Rural Health Network
  - Memorial Regional Health
  - Mind Springs Health
  - Northwest Colorado Health
  - Rocky Mountain Health Plans
  - Routt County Department of Human Services