

2021-2023 Implementation Strategy

Based on findings of the 2020 Community Health Needs Assessment

UCHealth Longs Peak Hospital

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Introduction and overview

Introduction.

UCHealth Longs Peak Hospital (LPH) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. LPH has engaged many partners and organizations in the community to promote health and prevent illness in the local community with a focus on serving the community's most vulnerable populations. These efforts are not only focused on providing emergency services and charity care; they also aim to develop and offer programs that promote health, prevent illness and ultimately address the social determinants of health. This report summarizes LPH'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

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 1.9 million patients each and every year. UCHealth is also the largest provider of Medicaid services in Colorado and cared for 661,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2020, an increase of 224% since fiscal year 2013.

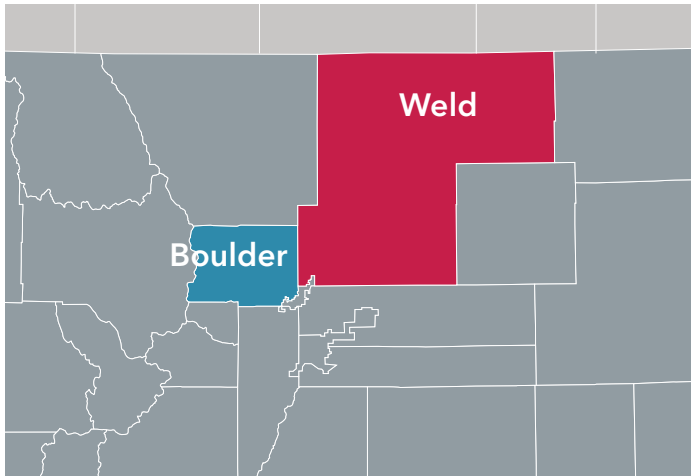
LPH overview.

LPH is a not-for-profit hospital located in Longmont, Colorado, and has served the community since 2017. LPH is a 51-bed acute care inpatient facility and a level III trauma center and offers a wide range of clinical services, diagnostic tests, surgeries and treatments. It includes a birth center with a special care nursery, an intensive care unit and other critical services such as radiology, pharmacy and a lab. LPH is committed to improving the lives of the community's most vulnerable residents and cared for 39,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2020.

Introduction and Overview

Community served.

The LPH community is defined as both Boulder and Weld counties. Collectively, Boulder and Weld counties comprised 85% of LPH patients in fiscal year 2020. The following map illustrates the LPH community.



Implementation Strategy

Implementation strategy process, development and approval.

The implementation strategy report for LPH is based on the findings and health-issue priorities established through the 2020 LPH Community Health Needs Assessment (CHNA).

Implementation strategy process.

An implementation strategy summarizes a hospital's plans to address identified community health needs and satisfies the requirements set forth in the Patient Protection and Affordable Care Act, passed in 2010. 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. Due to COVID-19 restrictions on in-person meetings, much of the feedback was gathered via web-based surveys.

The implementation strategy was developed by the LPH Internal Advisory Group (IAG), which is comprised of senior leaders at LPH 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 LPH'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 LPH leadership. The appendix includes a list of the organizations engaged during the CHNA and implementation strategy processes.

This report describes 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 health care, the initiatives in this implementation strategy may change and new ones may be added or others eliminated based on the community needs during the 2021-2023 timeframe. On an annual basis, the LPH IAG will review this implementation strategy to determine if changes should be made to better address the health needs of the community.

Board of Directors approval.

During the October 2020 meeting, the LPH Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.

Community Health Needs

Identified community health needs.

LPH completed its 2020 CHNA during the timeframe of November 2019 to May 2020. 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. The comprehensive list of opportunities was presented to LPH's IAG for consideration and was prioritized based on the following criteria:

- Scope and severity of the health need.
- Economic feasibility to address health need.
- Potential for the hospital to impact health need.
- Alignment with UCHHealth system strategies and local, state and national objectives.

Prioritized health issues.

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

- Access to primary care.
- Behavioral health (including access to mental health-related care, suicide prevention and substance-use disorders).
- Cardiovascular disease.
- Early detection and prevention of cancer.

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.



2021-2023 Implementation Strategy

Priority health issue: Access to primary care.

Goal: Improve access to comprehensive, quality primary care.

As a result of the Affordable Care Act, there has been a sharp decline in the proportion of people without health insurance in the LPH service area. However, there are still many barriers to accessing care both through Medicaid and other payer sources. In Weld County, the number of primary care providers per capita is much lower than state averages. Expanded use of technology, as well as collaborations in the community to improve access to care for vulnerable individuals, is important for the achievement of health equity and increasing the quality of life for everyone.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Virtual primary care appointments.	Expand virtual primary care appointments.	Increased access to providers by those seeking care in the community.	UCHealth Virtual Health center	<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 collaboration with community organizations.</p>
UCHealth Medical Group recruitment of new physicians to Boulder and Weld counties.	Evaluate opportunities to recruit additional physicians to Boulder and Weld counties.	Increased access to providers by those seeking care in the community.	UCHealth Medical Group	
Enhanced geriatric care within the emergency department.	Enhance emergency care for older adults with complex medical conditions. Assess and track social factors influencing health status and create patient-specific comprehensive care plans.	Increased access to support resources for chronic disease management.	American College of Emergency Physicians	
Sexual Assault Nurse Examiner (SANE) services.	Provide medical examinations using compassionate and evidence-based methods for individuals who have experienced sexual assault.	Improved medical care and access to resources.	Local law enforcement, victim's assistance agencies, EMS agencies	

Priority health issue: Access to care.

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Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Collaboration with City of Longmont's Enabling Caring Communities initiative.	Participate on committee with purpose of improving social factors and information exchange barriers that may impede access to health care by vulnerable individuals.	Reduction in barriers that cause inequities in accessing health care and support services.	City of Longmont Department of Public Safety, Longmont Neighborhood Group Leaders Association, University of Colorado –Colorado Clinical and Translational Sciences Institute, Colorado School of Public Health	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.
Support for City of Longmont Department of Public Safety's Community Health program.	Provide community paramedic personnel in support of City of Longmont's Community Health Program—an initiative focused on establishing medical homes for underserved individuals with chronic diseases.	Improved health outcomes through comprehensive chronic disease management.	City of Longmont Department of Public Safety, UCHealth EMS	In-kind expenses associated with collaboration with community organizations.
Stop the Bleed program.	Offer community-based education classes on bleeding control and life-saving techniques.	Improved participation in life-saving education programs.	City of Longmont Recreation Center	

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Priority health issue: Behavioral health (including access to mental health-related care, suicide prevention and substance-use disorder treatment).

Goal: Improve identification, treatment or resource referral for individuals with behavioral health needs.

The burden of mental illness in the United States is among the highest of all conditions, and mental health disorders are among the most common causes of disability. In Weld County, there is one mental health provider for every 430 residents, compared to the state average of one for every 300 persons.

In 2017, the percentage of Weld County high school students who reported that they seriously considered attempting suicide within the past 12 months was 19% compared to the state average of 17%. Suicide-related hospitalizations for adults in Weld County (60 per 100,000 adults) also exceeded the state average (52 per 100,000 adults).

The effects of substance-use disorders are cumulative, significantly contributing to costly social, physical, mental and public health problems. In Boulder and Weld counties, the percentage of adults who report binge drinking or consuming five or more alcoholic drinks on one occasion in the past month was 24% and 21%, respectively, compared to the state average of 21%. The percentage of high school students who report binge drinking is 22% in Boulder County, 16% in Weld County and 16% statewide.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Virtual behavioral health consultation services.	Implement virtual behavioral health consults through the UHealth Virtual Health Center.	Improved access to behavioral health consultations.	UHealth Virtual Health Center	Staff time to support the implementation of the programs and initiatives.
Integrate behavioral health services within primary care clinics.	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	UHealth Medical Group	
Partnership with Longmont Law Enforcement Assisted Diversion initiative.	Participate in steering committee for City of Longmont criminal justice diversion program, referring individuals with low-level offenses to intensive community-based social services and substance-use treatment as indicated.	Improved access by high-risk individuals to appropriate social services and/or substance-use disorder treatment.	Colorado Department of Human Services, City of Longmont Department of Public Safety	In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.
Crisis Outreach Response and Engagement support.	Support City of Longmont law enforcement mental health crisis de-escalation initiative through provision of on-site behavioral health specialist personnel to complete crisis assessments and referrals to appropriate care services.	Improved referral to timely and appropriate mental health care.	City of Longmont Department of Public Safety, UHealth EMS	In-kind expenses associated with collaboration with community organizations.

Priority health issue: Behavioral health.

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Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Alternatives to opioids.	Implement protocols for pain management without the use of opioids in the LPH emergency department. Further adapt the protocols for use in both inpatient and outpatient settings.	Decreased reliance on opioid medications for pain management.	The Colorado Consortium for Prescription Drug Abuse Prevention	Staff time to support the implementation of the programs and initiatives.
Opioid-awareness and education.	Continue implementation of UCHHealth system-wide opioid awareness campaign.	Increased awareness of risks associated with opioid use and alternatives to their use.	UCHealth marketing and public relations teams	In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.
Youth-focused suicide-prevention initiatives.	Evaluate opportunities to increase access to local pediatric mental health treatment and prevention services for high-risk youth.	Expanded access to pediatric mental health care.	Boulder County Public Health, Second Wind Fund of Boulder County, Colorado Children's Hospital	In-kind expenses associated with collaboration with community organizations.

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Priority health issue: Cardiovascular disease.

Goal: Improve cardiovascular health and quality of life through prevention, detection and treatment of risk factors.

Cardiovascular disease remains a leading cause of mortality and hospitalizations despite the substantial, ongoing progress being made in cardiovascular disease prevention and treatment over the past 30 years.

Hospitalization rates for stroke, heart disease, acute myocardial infarction and congestive heart failure are higher in Weld County when compared to the Colorado average. A substantial portion of those events are preventable through hypertension and cholesterol management, as well as obesity, smoking and diabetes prevention and management. Education, screenings and outreach will be important programs for the community.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Community-based nicotine-cessation support group.	Offer no-cost biweekly nicotine-cessation education and support group for community members. Education sessions led by pharmacists, respiratory therapists and certified tobacco-cessation specialists.	Decreased risk for heart disease through nicotine-use cessation.	Boulder County Public Health, Longs Peak Hospital Foundation	Staff time to support the implementation of the programs and initiatives.
Heart-health education classes for adults aged 50+.	Provide community-based virtual education designed to promote cardiovascular health and increase medication adherence and emotional well-being.	Increased awareness and/or adoption of heart-healthy lifestyle behaviors.	UCHealth Aspen Club, Longmont Senior Center	In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.
Healthy Hearts school-age education program.	Educate students, families and adults about how to live heart-healthy lifestyles to prevent heart disease.	Improved awareness of heart-disease prevention.	St. Vrain Valley School District, Weld County school districts	In-kind expenses associated with collaboration with community organizations.
Expand interventional cardiology services.	Explore opportunities to recruit additional cardiologists to serve Longmont and Carbon Valley residents.	Increased local access to specialty care providers.	UCHealth Medical Group	

2021-2023 Implementation Strategy

Priority health issue: Early detection and prevention of cancer.

Goal: Expand and strengthen cancer prevention and treatment services.

Cancer is the leading cause of death in both Boulder and Weld counties. In Boulder County, the incidence rates for breast cancer, prostate cancer and melanoma are higher than the state average. In Weld County, the incidence rate for colorectal cancer is higher than the state average.

Screenings that support the early detection of cancer are important to the health of LPH's community. Early detection frequently means early, and typically more successful, treatment. Other types of preventive health measures, such as education about risk factors for developing cancer and supporting tobacco-use cessation, are also important for the community.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Cancer prevention education series for adults aged 50+.	Provide community-based virtual education designed to increase awareness of risk factors for developing cancer.	Increased awareness of cancer risk factors.	UCHealth Medical Group, UCHealth Aspen Club	Staff time to support the implementation of the programs and initiatives.
Screenings for early detection of cancer.	Develop strategies to offer innovative, cancer screening opportunities to community members.	Increased awareness of individual cancer risk profiles.	UCHealth Aspen Club, City of Longmont Senior Center	In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.
Community-based nicotine-cessation support group.	Offer no-cost, bi-weekly nicotine-cessation education and support group for community members. Education sessions led by pharmacists, respiratory therapists and certified tobacco-cessation specialists.	Awareness of types of cancers related to nicotine-use; sustained nicotine-cessation behaviors.	Boulder County Public Health, Longs Peak Hospital Foundation	In-kind expenses associated with collaborations with community organizations.

Conclusion

LPH's implementation strategy for 2021-2023 will serve as one of the numerous ways that LPH 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.

LPH will regularly identify ways to refine its implementation strategy over the next three years, including collaboration with leaders from across UCHealth to explore policies, practices and programs that might be implemented within the community. LPH 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

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

Boulder County and City of Longmont

- Boulder County Department of Public Health
- Boulder County Commissioner–District 2
- Boulder County Healthy Kids & Adults
- Boulder County Area Agency on Aging
- El Comité de Longmont
- Hopelight Clinic
- Longmont Chamber of Commerce
- Longmont Community Foundation
- Longmont Community Services
- Longmont Department of Public Safety
- Longmont Economic Development Partnership
- Longmont Meals on Wheels
- Longmont Senior Citizens Advisory Board
- Longmont Supporting Action for Mental Health
- Mental Health Partners
- Safe Shelter of St. Vrain Valley
- Salud Health Clinic–Longmont
- St. Vrain Valley School District

Weld County and Carbon Valley

- Carbon Valley Chamber of Commerce
- Carbon Valley Help Center
- Carbon Valley Parks & Recreation District
- North Colorado Health Alliance, which includes the following member organizations:
 - Banner Health (hospital operations)
 - Banner North Colorado Medical Center Paramedic Services
 - Centennial Mental Health Center
 - Colorado Access
 - Kaiser Permanente
 - North Range Behavioral Health
 - Northeast Behavioral Health Partnership
 - Sunrise Community Health (Federally Qualified Health Center)
 - Summitstone Health Partners
 - Weld County Department of Public Health and Environment
 - Weld County Department of Human Services
 - Northern Colorado Medical Society
 - United Way of Weld County
 - University of Northern Colorado
- North Range Behavioral Health–Counseling Center at Carbon Valley
- Salud Health Clinic–Frederick
- Weld County Area Agency on Aging
- Weld County Department of Public Health and Environment