2022–2024
Implementation Strategy
Based on findings of the 2021 Community Health Needs Assessment
UCHealth Highlands Ranch Hospital
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Introduction and Overview

Introduction.
UCHealth Highlands Ranch Hospital (HRH) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. HRH 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, but also aim to develop and offer programs that promote health, prevent illness and ultimately address the social determinants of health. This report summarizes HRH’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

HRH overview.
Established in 2019, HRH is an 87-bed, acute care, not-for-profit hospital providing a wide-range of diagnostic tests, surgeries and treatments for residents in its service area. HRH is committed to improving the lives of the community’s most vulnerable residents and has cared for more than 3,300 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2020.

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, with nearly 661,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2020, an increase of 224% since fiscal year 2013.

Community served.
For the purposes of this CHNA and implementation strategy, the HRH community is defined as Douglas County.
Implementation Strategy

Implementation strategy development.
The implementation strategy report for HRH is based on the findings and health issue priorities established through the 2021 HRH Community Health Needs Assessment (CHNA).

Implementation strategy process.
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, 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.

The implementation strategy was developed by the HRH Internal Advisory Group (IAG), a subset of the hospital leadership team, which 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 HRH’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 HRH 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 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 2022 through 2024 timeframe. On an annual basis, the HRH 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 Directors approval.
During the October 2021 meeting, the HRH Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.
Identified community health needs.
HRH completed its 2021 CHNA during the timeframe of November 2020–March 2021. 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 HRH’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 hospital to impact health need.
• Alignment with UCHealth system strategies, and local, state and national objectives.

Prioritized health issues.
The prioritized health issues identified for impact within the community served by HRH are access to care, behavioral health and 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 the prioritized health needs.
2022–2024 Implementation Strategy

Priority health issue: Access to care.
Goal: Improve access to comprehensive, quality health care services.

With the advent of the Affordable Care Act, there has been a sharp decline in the proportion of residents without any health insurance in Douglas County; however, there are still many barriers to accessing services through both Medicaid and other payer sources. Research shows that access to primary care is associated with positive health outcomes.

Individuals with an established primary care physician are more likely to receive recommended preventive services such as flu shots, blood pressure screenings and cancer screenings. In Douglas County, the ratio of primary care providers to the population (1,427:1) is unfavorable compared to the state average (1,219:1).

<table>
<thead>
<tr>
<th>Programs and initiatives</th>
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<th>Existing or planned collaborations</th>
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</thead>
<tbody>
<tr>
<td>UCHealth Medical Group and CU School of Medicine faculty recruitment of new physicians.</td>
<td>Evaluate opportunities to recruit additional physicians to the community.</td>
<td>Increased number of qualified health care professionals available in the community.</td>
<td>CU School of Medicine, Nursing, Pharmacy and Dental; CU School of Public Health</td>
<td></td>
</tr>
<tr>
<td>Virtual primary care.</td>
<td>Expand access to virtual primary care appointments.</td>
<td>Increased access to providers by those seeking care in the community.</td>
<td>UCHealth Virtual Health Center</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Gastroenterology (GI) Care.</td>
<td>Evaluate potential expansion of access to GI care.</td>
<td>Increased access to providers by those seeking care in the community.</td>
<td>UCHealth GI and Tumor Endocrine</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Sexual Assault Nurse Examiner (SANE) services.</td>
<td>Provide medical examinations using compassionate and evidence-based methods for individuals who have experienced sexual assault.</td>
<td>Improved medical care and access to resources.</td>
<td>Local law enforcement victim’s assistance agencies, EMS agencies, The Crisis Center</td>
<td></td>
</tr>
<tr>
<td>Stop the Bleed program.</td>
<td>Offer community-based education classes on bleeding control and life-saving techniques.</td>
<td>Improved participation in life-saving education programs.</td>
<td>Highlands Ranch Community Association, Seniors Resource Center, Rotary of Highlands Ranch</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Aurora Health Alliance collaboration.</td>
<td>Provide financial support for implementation of community-based initiatives developed to identify and assist individuals with access to primary and specialty care services.</td>
<td>Educate residents on health care options. Explore care alternatives. Engage new health care providers and partners.</td>
<td>Aurora Health Alliance</td>
<td></td>
</tr>
</tbody>
</table>
Priority health issue: Behavioral health.
Goal: Improve identification, treatment or resource referral for individuals with behavioral health needs.

According to the U.S. Department of Health and Human Services, mental health disorders are among the most common causes of disability in the U.S. The resulting disease burden of mental illness is among the highest of all diseases.

In Douglas County, the ratio of mental health providers is one provider for every 827 residents, compared to one provider for every 281 people, on average, across Colorado. In their response to the community and provider survey, health care providers confirmed the lack of local mental health resources available to their patients.

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<tr>
<td>Integrating behavioral health with primary care.</td>
<td>Embed teams of licensed clinical social workers and psychologists into primary care practices.</td>
<td>Improved access to behavioral health services and resources.</td>
<td>UCHealth Medical Group and CU School of Medicine</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Alternatives to opioids.</td>
<td>Implement protocols for pain management without the use of opioids. Further adapt the protocols for use in both inpatient and outpatient settings.</td>
<td>Decreased administration of opioids at discharge.</td>
<td>UCHealth Medical Group</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Tele-behavioral health consultation services.</td>
<td>Implement tele-behavioral health consults through the UCHealth Virtual Health Center.</td>
<td>Improved access to behavioral health consultations.</td>
<td>UCHealth Virtual Health Center</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Metro Denver Partnership for Health (MDPH) participation.</td>
<td>Collaborate with county health departments and other health systems to address mental health and substance use issues.</td>
<td>Increased access to health and social services. Improved quality of care for mental health and substance use patients. Increased mental health disorder awareness.</td>
<td>MDPH includes Boulder, Broomfield, Denver and Tri-County Health departments as well as Centura, SCL and Children’s Hospital Colorado</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
</tbody>
</table>
Priority health issue: Cancer.
Goal: Expand and strengthen cancer prevention and treatment services.

Cancer is the leading cause of death in Douglas County. Incidence rates for breast and skin cancer are higher in Douglas County than for all of Colorado.

Screenings that support the early detection of cancer are important to the health of HRH’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.

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<tr>
<td><strong>Cancer prevention education series for adults aged 50+</strong></td>
<td>Provide community-based virtual education designed to increase awareness of risk factors for developing cancer.</td>
<td>Increase awareness of cancer risk factors.</td>
<td>UCHealth Medical Group, UCHealth / UCCC Underrepresented Minorities (URM) task force, Seniors Resource Center</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td><strong>Screenings for early detection of cancer</strong></td>
<td>Develop strategies to offer innovative, cancer screening opportunities to community members.</td>
<td>Increased awareness of individual cancer risk profiles. Expand minority participation in clinical trials.</td>
<td>Aurora Health Alliance, URM task force, Highlands Ranch Community Association, Rotary of Highlands Ranch</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td><strong>Community-based nicotine cessation support group</strong></td>
<td>Offer no-cost nicotine-cessation education and support group for community members. Education sessions led by pharmacists, respiratory therapist and certified tobacco-cessation specialists.</td>
<td>Awareness of types cancers related to nicotine-use, sustained nicotine-cessation behaviors.</td>
<td>Tri-County Health, Highlands Ranch Community Association</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
</tbody>
</table>
HRH’s implementation strategy for 2022–2024 will serve as one of the numerous ways that HRH 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.

HRH 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 HRH’s community. HRH 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:

• All Health Network
• Aurora Health Alliance:*  
  - 2040 Partners for health
  - Accent Health
  - Adams County Human Services
  - Advanced Healthcare
  - Alzheimer’s Association Colorado Chapter
  - Arapahoe Douglas Mental Health Network
  - Arapahoe-Douglas-Elbert Medical Society
  - Asian Pacific Development Center
  - Aurora Commission for seniors
  - Aurora Denver Cardiology
  - Aurora Fire Department
  - Aurora’s Commission on Aging
  - Aurora-Adams County Medical Society
  - Boulder County Health Improvement Coalition
  - Center for Work Education Employment
  - Centura Health
  - Clinica Family Health
  - Colorado Academy of Family Physicians
  - Colorado Access
  - Colorado Consumer Health Initiative
  - Colorado Department of Public Health
  - Colorado Language Connection
  - Colorado Medical Society
  - Colorado Primary Care Clinic
  - Colorado Refugee Wellness Center
  - CORHIO
  - DentaQuest
  - Doctors Care
  - Futurity First
  - HealthONE
  - Hunger Free Colorado
  - InnovAge
  - Kaiser Permanente
  - Level Chiropractic
  - Mercy Housing
  - Mile High Health Alliance
  - NAACP
  - New Horizons Primary Care Clinic
  - NextCare Urgent Care
  - PASCO - Peoples House
  - Primary Care Programs, Fields Foundation
  - Rubicon MD
  - Salud Family Health Center
  - SCL Home Health
  - The Colorado Health Foundation

• Chabad Jewish Center - South Metro
• Christian Living Communities - Holly Creek
• Colorado Alliance for Health
• Courageous Faces
• Developmental Pathways
• Doctor’s Care
• Douglas Arapahoe Suicide Prevention Alliance
• Foundation for Douglas County Schools
• Health & Hope Center
• Hide in Plain Sight
• Highlands Ranch Community Association
• Highlands Ranch Metro District
• Integrated Family Community Services
• James Resource Network
• Northwest Douglas County Chamber and Economic Development Corporation
• Rotary of Highlands Ranch
• Seniors Resource Center
• South Metro Chamber
• The Crisis Center
• Tri-County Health Department

*Not inclusive of all members