

2022-2024 Implementation Strategy

Based on findings of the 2021 Community Health Needs Assessment

UCHealth Grandview Hospital

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Introduction and Overview

Introduction.

UCHealth Grandview Hospital (GVH) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. GVH 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 GVH'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

GVH overview.

GVH is a 22-bed hospital focused on advanced orthopedic care located in Colorado Springs. GVH is the only hospital in southern Colorado certified by the Joint Commission for total hip and knee replacement. GVH is committed to improving the lives of the community's most vulnerable residents and cared for over 4,900 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 GVH community is defined as El Paso County.

Implementation Strategy

Implementation strategy development.

The implementation strategy report for GVH is based on the findings and health issue priorities established through the 2021 GVH Community Health Needs Assessment (CHNA). The GVH CHNA process resulted in the prioritization of one broad community health need; however, several other issues—such as cancer, chronic disease, food insecurity and maternal health—were also identified. Though not prioritized for GVH, these issues will be impacted in several ways. First, due to the similarity in service areas, GVH and UCHealth

Memorial Hospital (MH) will be preparing a joint CHNA and implementation strategy beginning in FY 2022. MH currently implements programs and services that address the health issues of cancer and chronic disease as listed in its 2020-2022 CHNA Implementation Strategy. Second, other types of support for local community organizations already addressing these issues will be considered by GVH leadership in collaboration with MH leadership.

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 GVH 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 GVH'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 GVH 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 nonprofit 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 time frame. On an annual basis, the GVH 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 September 2021 meeting, the GVH board of directors was apprised of and approved this implementation strategy and the related activities described within this report.

Community Health Needs

Identified community health needs.

GVH completed its 2021 CHNA during the time frame of November 2020–June 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 GVH'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 issue identified for impact within the community served by GVH is: access to primary care (including behavioral health integration).

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 need.

2022-2024 Implementation Strategy

Priority health issue: access to care (including behavioral health integration).

Goal: improve access to comprehensive, quality health care services, including both primary care and behavioral health.

As a result of the Affordable Care Act, there has been a sharp decline in the proportion of residents without any health insurance in El Paso 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 El Paso County, the ratios of providers to the population for both primary care and mental health are unfavorable compared to the state average. For primary care, the ratio in El Paso County is one provider for every 1,670 residents compared to the state average of one to 1,219.

In addition, with respect to behavioral health, 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 El Paso County, 11.8% of adults reported their mental health was poor for 14 or more days within the past 30 days, compared with 10.9% in Colorado overall. Also, in El Paso County, the ratio of mental health providers is one provider for every 313 residents, compared to one provider for every 281 people, on average, across Colorado.

El Paso County residents are more likely to have health insurance but report difficulty accessing primary care physicians and mental health providers. In their response to the community and provider survey, health care providers confirmed the lack of local mental health resources available to their patients. Collaborations to improve access to care for this community will increase the quality of life for everyone.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Integrating behavioral health with primary care.	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	UCHealth Medical Group	Staff time to support the implementation of the programs and initiatives.
Tele-behavioral health consultation services.	Implement tele-behavioral health consults through the UCHealth Virtual Health Center.	Improved access to behavioral health consultations.	UCHealth Virtual Health Center	
Zero Suicide program Implementation.	Implement zero suicide evidence-based practices and improve collaboration with mental health providers.	Increased awareness of behavioral health resources. Improved coordination and access to behavioral health care in the region.	State of Colorado Office of Suicide Prevention, Rocky Mountain Crisis Partners	In-kind expenses and financial support associated with the ongoing operations of the programs.
HealthLink, UCHealth hospital's nurse advice line.	Provide a no-cost provider and care referral service, nurse triage and care coordination interaction through phone line consultation and documentation program.	Increased access to no-charge, real-time, clinical triage services by an RN in order to direct callers to the appropriate provider resources for severity of health care need. No-charge assistance with identification of services and providers.	UCHealth service lines, UCHealth Medical Group, El Paso County medical providers, Regional Accountable Entity, El Paso County health care services	In-kind expenses associated with collaborations with community organizations.

Priority health issue: Access to care.

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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. Further adapt the protocols for use in both inpatient and outpatient settings.	Decreased administration of opioids at discharge.	UCHealth Medical Group	<p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
Stop the Bleed program.	Offer community-based education classes on bleeding control and life-saving techniques.	Improved participation in life-saving education programs.	UCHealth athletic trainers and UCHealth cardiovascular services	
Interpretation services for pre-op classes and discharge care planning.	Provide total hip and total knee replacement pre-op classes in Spanish. Provide discharge care planning for limited English proficiency patients.	Improved access to and use of appropriate health care services.	UCHealth discharge planners and UCHealth navigators	
Community education and outreach.	Participate in community outreach at health fairs and events. Provide classes and support groups for the community.	Improved awareness of and participation in preventive and wellness events.	El Paso County Public Health Healthy Community Collaborative members, El Paso County organizations	
UCHealth Prescription Club.	Provide uninsured and underinsured patients with free and discounted prescriptions.	Increased number of community members who are able to fill their prescriptions.	UCHealth pharmacy	
Concussion assessment clinics.	Provide comprehensive, personalized concussion assessments.	Improved understanding of any physical, cognitive, and emotional limitations caused by a concussion. Provide education and recommendations spanning a wide variety of topics.	UCHealth rehabilitation services, UCHealth neurosciences program, UCHealth athletic trainers, UCHealth HealthLink	
Athletic training services.	Provide athletic trainers to address injuries incurred during community events (e.g., sporting events).	Improved access to affordable health care services.	D20, El Pomar Foundation	

Conclusion

GVH's implementation strategy for 2022-2024 will serve as one of the many ways that GVH 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 area of need identified within the CHNA.

GVH 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 GVH's community. GVH 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:

- CDPHE Office of Suicide Prevention
- Colorado Community Health Alliance
- Colorado Springs Catholic Charities
- Colorado Springs Fire Department
- Colorado Springs Health Foundation
- Colorado Springs School District 11
- The Colorado Trust
- Culture of Wellness
- Diversus Behavioral Health Centers
- El Paso County Public Health
- El Paso County Public Health Healthy Community Collaborative, which includes the following member organizations:
 - Academy School District 20
 - Alliance for Kids
 - American Diabetes Association
 - Beacon Health Options
 - Care and Share Food Bank for Southern Colorado
 - Catamount Institute
 - Children's Hospital Colorado
 - Cigna
 - Citizens Project
 - City of Colorado Springs
 - City of Colorado Springs Parks, Recreation & Cultural Services
 - City of Manitou Springs
 - Colorado College
 - Colorado Department of Education
 - Colorado Parks and Wildlife
 - Colorado Springs Food Rescue
 - Colorado Springs Chamber & EDC
 - Colorado State University (CSU) Extension
 - Community Health Partnership
 - Community Partnership for Child Development...Giving Children a Head Start
 - Council of Neighbors and Organizations
 - DaVita Medical Group
 - DentaQuest
 - Early Connections Learning Center
 - El Paso County Community Services
 - El Paso County Public Health
 - El Paso County Recreation & Cultural Services
 - Energy Resource Center
 - Falcon School District 49
 - Fort Carson Preventive Medicine/Public Health
 - Fort Carson Wellness Services
 - Greccio Housing
 - Harrison School District Two
 - Joint Initiatives
 - Kaiser Permanente
 - Kids on Bikes
 - King Soopers/City Market
 - Local Food Colorado Springs
 - Manitou Springs School District 14
 - NAACP
 - National Alliance on Mental Illness (NAMI)
 - OMNI Institute
 - Open Bible Medical Clinic
 - Partners for Healthy Choices
 - Peak Military Care Network
 - Peak Vista Community Health Centers
 - Penrose-St. Francis Health Services
 - Penrose-St. Francis Mission Outreach
 - Phil Long Dealerships
 - Pikes Peak Library District
 - Pikes Peak United Way
 - Project Angel Heart
 - The Resource Exchange
 - RMFI
 - SET Family Medical Clinic
 - Silver Key Senior Services
 - Springs Recovery Connection
 - Teach for America
 - Terra Essentials
 - TESSA
 - Trails and Open Space Coalition
 - UCCS Helen and Arthur E. Johnson
 - Beth-El College of Nursing & Health Sciences
- Homeward Pikes Peak
- Inside Out Youth Services
- Mt. Carmel Veteran's Center
- One Colorado
- Partners in Housing
- Peak Vista Community Health Centers
- Pikes Peak Community Health Partnership
- Pikes Peak Suicide Prevention Partnership
- SafeCare CO
- Springs Rescue Mission
- The Resource Exchange
- UCCS School of Medicine
- YMCA of the Pikes Peak Region
- Youth Move Colorado