2023–2025 IMPLEMENTATION STRATEGY

Based on findings of the 2022-2024 Community Health Needs Assessment Joint report for UCHealth Memorial Hospital and Grandview Hospital
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Introduction.
UCHealth Memorial Hospital (MH) and Grandview Hospital (GVH) aim to improve the lives of its patients by providing access to high-quality, comprehensive health care services. MH and GVH have 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 not only focus 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 MH’s and 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

MH and GVH overview.
MH and GVH are in El Paso County along with a broader network of UCHealth primary care and specialty care clinics. MH includes Memorial Hospital Central (MHC), a 413-bed hospital, and Memorial Hospital North (MHN), a 130-bed hospital. MH offers the most comprehensive array of services in southern Colorado and is the region’s only Level I trauma center and comprehensive stroke center. GVH is a 22-bed hospital focused on advanced orthopedic care. MH and GVH are committed to improving the lives of the community’s most vulnerable residents and cared for more than 274,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2021.

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 836,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2021, an increase of 310% since fiscal year 2013.

Community served.
For the purposes of this report, the MH and GVH community is defined as El Paso County.
IMPLEMENTATION STRATEGY

Implementation strategy process, development and approval.
The implementation strategy report for MH and GVH is based on the findings and health issue priorities established through the 2022–2024 MH and GVH 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 MH and GVH Internal Advisory Group (IAG), a subset of the hospital leadership teams, 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 MH’s and 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 MH and GVH leadership. Appendix A includes a list of the organizations engaged during the CHNA and implementation strategy processes.

Board of Directors approval.
During their September and October meetings, respectively, the GVH and MH Boards of Directors were apprised of and approved this implementation strategy and related activities described within this report.

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 2023–2025. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.
Identified community health needs.
MH and GVH completed their 2022–2024 CHNA during the timeframe of November 2021–May 2022. 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 MH’s and 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 UCH Health system strategies and local, state and national objectives.

Prioritized health issues.
The prioritized health issues identified for impact within the community served by MH and GVH are access to care (including primary care and behavioral health), cardiovascular disease prevention and 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 the prioritized health needs.
# 2023–2025 IMPLEMENTATION STRATEGY

**Priority health issue:** Access to care (including primary care and behavioral health).

**Goal:** Improve access to comprehensive, quality health care services.

Since the advent of the Affordable Care Act, there are more residents in El Paso county with health insurance; however, there are still barriers to accessing primary and behavioral health care services.

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. Disparities in access to primary health care include language-related barriers, physical disabilities, inability to take time off work to attend appointments and transportation-related barriers.

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 1,650 residents, compared to the state average of one to 1,210. Also, in El Paso County, the ratio of mental health providers is one provider for every 290 residents, compared to one provider for every 270 people, on average, across Colorado.

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.

In response to the community and provider survey, health care providers confirmed the lack of local mental health resources available to their patients.

<table>
<thead>
<tr>
<th>Programs and initiatives</th>
<th>Activities</th>
<th>Anticipated impact</th>
<th>Existing or planned collaborations</th>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td>UCHealth Medical Group recruitment of new physicians to El Paso County.</td>
<td>Evaluate opportunities to recruit additional physicians to El Paso County.</td>
<td>Increased access to providers by those seeking care in the community.</td>
<td>UCHealth Medical Group</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<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</td>
<td>In-kind expenses associated with collaborations with community organizations.</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>
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<tr>
<td>Zero suicide program implementation.</td>
<td>Implement zero suicide evidence-based practices and improve collaboration with mental health providers.</td>
<td>Increased awareness of behavioral health resources. Improved coordination and access to behavioral health care in the region.</td>
<td>State of Colorado Office of Suicide Prevention, Rocky Mountain Crisis Partners</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
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<tr>
<td>Colorado Springs Fire Department (CSFD) Community Response Team (CRT).</td>
<td>Provide financial support of the CRT program through the provision of Medical Director.</td>
<td>On scene mental health care for individuals in the community.</td>
<td>CSFD, Colorado Springs Police Department, Diversus Health</td>
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</tr>
<tr>
<td>Coordinated Access to Community Health (CATCH).</td>
<td>Participate on the Pikes Peak Community Health Partnership (PPCHP) board of directors.</td>
<td>Improved access to donated health services for low-income residents.</td>
<td>PPCHP, medical providers</td>
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<td>Co-Responder Program.</td>
<td>Provide behavioral health specialists to de-escalate situations and help link people with behavioral health issues to appropriate services.</td>
<td>Improved prevention of unnecessary incarceration and duplication of mental health services.</td>
<td>El Paso County Sheriff</td>
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<tr>
<td>CU School of Medicine – Colorado Springs Branch.</td>
<td>Provide financial support for the program.</td>
<td>Increased number of physicians receiving training in the community to improve opportunities for recruitment.</td>
<td>CU School of Medicine</td>
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<tr>
<td>UCHHealth Memorial HealthLink’s nurse advice line.</td>
<td>Provide a no-cost provider and care referral service, nurse triage and care coordination interaction through phone line consultation and documentation program.</td>
<td>Increased access to no-charge, real-time, clinical triage services by an RN to direct callers to the appropriate provider resources for severity of health care need. No-charge assistance with identification of services and providers.</td>
<td>Memorial Clinical Services Lines, UCHHealth Medical Group, El Paso County medical providers, Regional Accountable Entity, El Paso County health care services</td>
<td>Staff time to support the implementation of the programs and initiatives. In-kind expenses associated with collaborations with community organizations. In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Peak Vista Community Health Centers Family Medicine Residency Program.</td>
<td>Host rotations for family medicine residents.</td>
<td>Increased exposure of Family Medicine Residents to El Paso County to improve opportunities for recruitment.</td>
<td>Peak Vista Community Health Centers, Centura Health</td>
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<td>Resilient, Inspired, Strong and Engaged Southeast Colorado Springs (RISE) Coalition.</td>
<td>Participate on committee with purpose of creating more options for health care in Southeast El Paso County, as well as programming and activities that support healthy living.</td>
<td>Reduction in barriers that cause inequities to improve the socioeconomic conditions and social cohesion of Southeast Colorado Springs.</td>
<td>RISE coalition members are comprised of over 35 organizations from the community.</td>
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<tr>
<td>Support and/or collaborate with community organizations providing free medical care.</td>
<td>Partner with an El Paso County non-profit organization providing free medical care and access to uninsured or low-income residents.</td>
<td>Improved access to care for low income and uninsured residents in El Paso County.</td>
<td>Ascending to Health, Mission Medical Clinic, Open Bible Medical Clinic, PPCHP, El Paso County free medical clinics</td>
<td></td>
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<tr>
<td>UCHHealth Prescription Club.</td>
<td>Provide uninsured and underinsured patients with discounts on their prescriptions.</td>
<td>Increased number of community members who are able to fill their prescriptions.</td>
<td>Memorial Hospital Pharmacy</td>
<td></td>
</tr>
<tr>
<td>Sexual Assault Nurse Examiner (SANE) services.</td>
<td>Provide low-cost 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>Safe Passage Children’s Advocacy Center, Colorado Department of Criminal Justice</td>
<td></td>
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<tr>
<td>Alternatives to opioids (ALTO).</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>Colorado Consortium for Prescription Drug Abuse, Colorado Chapter of the American College of Emergency Physicians, the Colorado Emergency Nurses Association</td>
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<td><strong>Stop the Bleed program.</strong></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>UCHHealth Athletic Trainers and UCHHealth cardiovascular services</td>
<td></td>
</tr>
<tr>
<td><strong>Interpretation services for pre-op classes and discharge care planning.</strong></td>
<td>Provide total hip and total knee replacement pre-op classes in Spanish. Provide discharge-care planning for limited English proficiency patients.</td>
<td>Improved access to and use of appropriate health care services.</td>
<td>UCHHealth discharge planners and UCHHealth navigators</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td><strong>Concussion assessment clinics.</strong></td>
<td>Provide comprehensive, personalized concussion assessments.</td>
<td>Improved understanding of any physical, cognitive and emotional limitations caused by a concussion. Provide education and recommendations spanning a wide variety of topics.</td>
<td>UCHHealth rehabilitation services, UCHHealth Neurosciences program, UCHHealth Athletic Trainers, UCHHealth HealthLink</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td><strong>Athletic training services.</strong></td>
<td>Provide athletic trainers to address injuries incurred during community events (e.g., sporting events).</td>
<td>Improved access to affordable health care services.</td>
<td>Academy School District 20, El Pomar Foundation</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td><strong>Aspen Club – Senior services.</strong></td>
<td>Develop and implement a program focused on education and screening for seniors. Provide Medicare benefits counseling, education and enrollment assistance.</td>
<td>Increased number of older adults in El Paso County who receive low- or no-cost preventive health services. Increased enrollment in appropriate Medicare coverage and/or savings program.</td>
<td>Colorado Springs senior center, Tri-Lakes senior center, UnitedHealth, Silver Key Pikes Peak Commission on Aging, UCHHealth clinical services</td>
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</table>
Priority health issue: Cardiovascular disease prevention.
Goal: Improve cardiovascular health and quality of life through prevention, detection and treatment of risk factors.

Cardiovascular disease (CVD) remains one of the leading causes of mortality and hospitalizations, despite the substantial and ongoing progress being made in prevention and treatment over the past 30 years. Hospitalization rates for stroke are higher in El Paso County when compared to the Colorado average. Mortality rates for heart disease are also higher in El Paso County in comparison to the state average and is the leading cause of mortality within the community. A substantial portion of these events are preventable through hypertension and cholesterol management as well as obesity, smoking and diabetes prevention and management.

In addition, tobacco use is a substantial risk factor for many diseases, including CVD. It is important to consider tobacco a major, modifiable risk factor regardless of differences across counties or in comparison to the state. Adult tobacco use in El Paso County is 15.6% of the population, which is comparable to the Colorado average, while the percentage of high school students who smoked cigarettes within the past 30 days is 6.4%, compared to the state average of 5.7%.

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<tr>
<td>Chronic disease self-management program.</td>
<td>Implement the Stanford University evidence-based intervention program using trained leaders and peer mentors within group meetings for El Paso County.</td>
<td>Increased knowledge of healthy diet and physical activity recommendations; increased rating of self-efficacy in relation to disease management skill attainment.</td>
<td>Memorial Hospital Cardiovascular Services</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Community education events.</td>
<td>Provide free lectures with topics that focus on cardiovascular disease prevention.</td>
<td>Improved awareness of heart disease prevention and participation in heart screening events.</td>
<td>UCHealth Medical Group, health care providers in El Paso County</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Diabetes-prevention classes.</td>
<td>Provide low-cost diabetes prevention classes for community members.</td>
<td>Improved diabetes prevention awareness and management of the condition.</td>
<td>Memorial Hospital Dietitians, Memorial Hospital Diabetes Education, American Diabetes Association</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Health and wellness classes.</td>
<td>Provide classes on healthier eating, physical activity and stress reduction.</td>
<td>Increased number of community members engaging in programs to promote health.</td>
<td>El Paso County Public Health, Healthy Community Collaborative, Pikes Peak YMCA</td>
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<tr>
<td>Online cardiovascular disease risk assessment tool and follow up.</td>
<td>Provide online screening tool to focus on increasing number of screenings and early detection of cardiovascular disease.</td>
<td>Improved awareness of heart disease prevention and participation in heart screening events.</td>
<td>UCHealth Medical Group, Memorial Hospital Cardiovascular Services</td>
<td></td>
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<td>Tobacco cessation education.</td>
<td>Increase the number of tobacco cessation programs offered in El Paso County.</td>
<td>Increased number of individuals who commit to participate in smoking cessation programs and commit to quitting.</td>
<td>El Paso County Tobacco Free Alliance</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Healthy Hearts in Southern Colorado.</td>
<td>Educate students, families and adults about how to live heart healthy lifestyles to prevent heart disease.</td>
<td>Enhanced awareness of the importance of cardiovascular health screenings.</td>
<td>Academy School District 20, Fountain-Ft. Carson School District 8, Harrison School District 2</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
</tbody>
</table>
Priority health issue: Early detection and prevention of cancer.
Goal: Reduce the number of new cancer cases, as well as illness, disability and death caused by cancer.

Cancer is one of the leading causes of death in the United States as well as in El Paso County. Cancer incidence in El Paso County was 412.2 per 100,000 residents, which is higher than the state average of 395.6 per 100,000 residents. There are more than 100 types of cancer, including breast, skin, lung, colon, prostate and lymphoma. In El Paso County, the incidence rates for breast cancer, colorectal cancer and invasive cervical cancer were higher than the state average.

The likelihood that an individual will develop cancer is affected by lifestyle choices. Avoiding tobacco, eating a healthy diet, maintaining a healthy weight, being physically active and avoiding sun exposure are all choices that can help prevent cancer. Adhering to recommended screening guidelines is also effective at early detection of many types of cancer. Much of the suffering and death from cancer can be prevented by more systematic efforts to reduce tobacco use, improve diet, increase physical activity and expand the use of established screening tests.

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<tr>
<td>Community collaborative free skin cancer screening.</td>
<td>Participate in the annual free skin-cancer screening by providing registration services for the event.</td>
<td>Improved awareness of and participation in cancer prevention and screenings.</td>
<td>American Cancer Society, American Academy of Dermatology, Peak Vista Community Health Centers, Penrose Cancer Center, Rocky Mountain Cancer Centers</td>
<td>Staff-time to support the implementation of the programs listed in the table. In-kind expenses associated with serving as fiscal agent for early detection and prevention of cancer programs.</td>
</tr>
<tr>
<td>Community education and outreach.</td>
<td>Participate in community outreach at health fairs and events. Provide classes and support groups for the community.</td>
<td>Improved awareness of and participation in preventive and wellness events.</td>
<td>El Paso County Health, Healthy Community Collaborative members</td>
<td>Supplies and marketing for early detection and prevention of cancer programs.</td>
</tr>
<tr>
<td>Online cancer risk screening tool.</td>
<td>Provide online screening tool to focus on increasing number of screenings and early detection of cancer.</td>
<td>Improved awareness of and participation in cancer prevention and screenings.</td>
<td>Primary Care Providers, American Cancer Society</td>
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</tr>
<tr>
<td>Oncology telehealth support services.</td>
<td>Provide telehealth support to oncology patients.</td>
<td>Improved access to care, support and patient outcomes.</td>
<td>UCHealth Virtual Health Center</td>
<td></td>
</tr>
<tr>
<td>Tobacco cessation education.</td>
<td>Offer tobacco cessation programs in El Paso County once per month.</td>
<td>Increased number of individuals who participate in smoking cessation programs and commit to quitting.</td>
<td>El Paso County Tobacco Free Alliance</td>
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</table>
MH’s and GVH’s implementation strategy for 2023–2025 will serve as one of the numerous ways that MH, 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 areas of need identified within the CHNA.

MH and 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 MH’s and GVH’s community. MH and GVH will continue to focus their efforts in the community to promote health improvement and, ultimately, achieve the mission of improving the lives of those we serve.
Community organizations and partners:

- Colorado Department of Public Health and Environment - 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 Kids a Headstart
  - 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
- National Association for the Advancement of Colored People
- 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
- Rocky Mountain Field Institute
- 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 Veterans 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
- University of Colorado Colorado Springs School of Medicine
- YMCA of the Pikes Peak Region
- Youth Move Colorado