2023–2025 IMPLEMENTATION STRATEGY

Based on findings of the 2022-2024 Community Health Needs Assessment Joint report for UCHealth Poudre Valley Hospital and UCHealth Medical Center of the Rockies
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Introduction.
UCHealth Poudre Valley Hospital (PVH) and Medical Center of the Rockies (MCR) aim to improve the lives of their patients by providing access to high-quality, comprehensive health care services. PVH and MCR 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, but they also aim to develop and offer programs that promote health, prevent illness and, ultimately, address the social determinants of health. This report summarizes PVH’s and MCR’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

PVH and MCR overview.
PVH and MCR are both located in Larimer County, Colorado, within a broader network of UCHealth primary care and specialty care clinics. PVH is a 303-bed hospital that specializes in orthopedic surgery, neurosciences, cancer, bariatric weight-loss surgery and women’s and family services. MCR is a 185-bed, level-one trauma center with a full spectrum of services, specializing in heart and trauma care. MCR also provides women’s services, critical care and general and robotic-assisted surgery and is home to Air Link, UCHealth’s emergency medical and critical care air-transportation program. PVH and MCR are committed to improving the lives of the community’s most vulnerable residents and cared for more than 180,000 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 2.3 million patients each year. UCHealth is also the largest provider of Medicaid services in Colorado, with nearly 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 PVH and MCR community is defined as Larimer County.
Implementation strategy process, development and approval.

The implementation strategy report for PVH and MCR is based on the findings and health issue priorities established through the 2022–2024 PVH and MCR 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 PVH and MCR 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 PVH’s and MCR’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 PVH and MCR 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 2023-2025. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of Directors approval.

During the October 2022 meeting, the PVH and MCR Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.
Identified community health needs.
PVH and MCR completed their 2022 CHNA during the timeframe of November 2021-April 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 PVH’s and MCR’s IAG for consideration and was prioritized based on the following criteria:
- Scope and severity of the health need.
- Economic feasibility to address the health need.
- Potential for hospital to impact the 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 PVH and MCR are behavioral health, access to care and chronic conditions.

Tables addressing prioritized health needs.
The following tables outline strategies, initiatives, anticipated impact, potential collaborations and partners and resources that the hospitals will commit to address the prioritized health needs.
2023–2025 IMPLEMENTATION STRATEGY

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.

Results from the 2019 Healthy Kids Colorado Survey revealed that 18.6% of Larimer County high school students reported that they seriously considered attempting suicide during the past 12 months, which is higher than the state average of 17.5%. Also, the Colorado Health Indicator database showed that during 2018–2020, the rates of both suicide-related and mental health-diagnosed hospitalizations in Larimer County were significantly higher than the state averages.

According to the National Institutes of Health, a substance use disorder (SUD) is a condition that affects a person's brain and behavior, leading to a person's inability to control their use of substances such as legal or illegal drugs, alcohol or medications.

As reported in the 2021 County Health Rankings, 23.0% of adults in Larimer County reported binge drinking (5+ drinks on one occasion) during the past month, which is higher than the state average of 21.0%. In addition, public health and medical professionals in Larimer County recognize that opioid use and addiction is becoming an increasing problem in the county for both youth and adults.

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<tr>
<th>Programs and initiatives</th>
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<tr>
<td>Alternatives to opioids.</td>
<td>Implement protocols for pain management without the use of opioids in the PVH and MCR emergency departments. Further adapt the protocols for use in both inpatient and outpatient settings.</td>
<td>Decreased administration of opioids in emergency department and inpatient units.</td>
<td>The Colorado Hospital Association, Colorado Consortium for Prescription Drug Abuse Prevention, Telligent, Colorado Emergency Nurses Association</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
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<td>Virtual behavioral health consultation services.</td>
<td>Provide virtual behavioral health consultations 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 and financial support associated with the ongoing operations of the programs.</td>
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<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>
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<td>Expand behavioral health services (PVH).</td>
<td>Increase capacity of inpatient behavioral health unit.</td>
<td>Expanded access to behavioral health inpatient services.</td>
<td>UCHealth Mountain Crest Behavioral Health Center</td>
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<td>Larimer County Behavioral Health Services partnership.</td>
<td>Provide clinical staffing support for expanded treatment services upon opening of Larimer County behavioral health treatment facility in 2023.</td>
<td>Expanded access to behavioral health care for county residents regardless of their ability to pay.</td>
<td>SummitStone Health Partners, Larimer County Behavioral Health Services</td>
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<td>Community collaborations (Larimer County Mental Health Matters, Larimer County Juvenile Gun Safety Awareness Campaign, Weld County Let’s Talk Colorado, Larimer County Pregnancy-Related Depression &amp; Anxiety and Mood Disorders coalition, Imagine Zero Coalition)</td>
<td>Collaborate with Larimer and Weld County partners on community initiatives related to mental health and suicide prevention.</td>
<td>Increased awareness of responsible gun ownership; increased community awareness of mental health issues and suicide prevention resources.</td>
<td>Larimer County Community Justice Alternatives, Thriving Weld Healthy Mind &amp; Spirit Workgroup, Imagine Zero Coalition (additional partnerships listed in the Appendix)</td>
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<td>Prevent Alcohol &amp; Risk-Related Trauma in Youth (P.A.R.T.Y.).</td>
<td>Conduct injury awareness and prevention education for high-school-aged youth.</td>
<td>Increased awareness among youth of effects of alcohol, and drugged and distracted driving. Increased adoption of reduced-risk behaviors.</td>
<td>Colorado Department of Transportation, Colorado State Patrol, Safe Kids, UCHealth Emergency Medical Services, 3HopefulHearts</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
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<td>Powerful Tools for Caregivers and Stress Busting Program for Family Caregivers.</td>
<td>Provide evidence-based interventions intended to assist adult caregivers.</td>
<td>Improved caregiver emotional well-being and capacity to cope with caregiving tasks.</td>
<td>Larimer County Office on Aging, Weld County Area Agency on Aging</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
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<td>BStrongBFit (a fitness/well-being program targeted to 4th-6th grade girls)</td>
<td>School-based programming intended to improve cardiovascular fitness and emotional well-being.</td>
<td>Improved participant self-esteem, self-confidence and resiliency skills.</td>
<td>Larimer and Weld County school districts</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
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<td>UHealth Family Medicine Center (FMC) medication-assisted addiction treatment (MAAT) services.</td>
<td>Provide low- or no-cost MAAT services and care coordination to low-income individuals diagnosed with substance-use disorders.</td>
<td>Improved health outcomes, longer periods of abstinence and decreased incidence of relapse to substance abuse.</td>
<td>Northern Colorado Health Network, FMC Network, FMC clinical staff, physician services</td>
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<td>UHealth Family Medicine Center (FMC) pain management programs.</td>
<td>Provide pain-management resources for patients of safety net clinic through introduction to other modalities of treatment, such as yoga, massage, support groups and education.</td>
<td>Increased use of non-pharmacological therapies to achieve chronic pain management.</td>
<td>FMC clinical staff</td>
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<td>ZERO Suicide 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, QPR Institute, Rocky Mountain Crisis Partners, Alliance for Suicide Prevention in Larimer County</td>
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Priority health issue: Access to care.
Goal: Improve access to comprehensive, quality health care services.

Since the advent of the Affordable Care Act, there are more residents in Larimer 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. Despite a favorable ratio of the population to primary and behavioral health care providers in Larimer County, these disparities may decrease access to services and increase the risk of poor health outcomes for individuals with limited resources.

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<td><strong>Hospital-to-home transitional care-coordination services.</strong></td>
<td>Facilitate access to post-discharge care-coordination services addressing both clinical and social needs to individuals with Limited English Proficiency and complex medical or social needs.</td>
<td>Improved access to timely and appropriate health care and community-based resources.</td>
<td>North Colorado Health Alliance</td>
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<td><strong>Healthy Harbors medical care coordination.</strong></td>
<td>Establish consistent engagement of clients (youth) within patient-centered medical homes; coordinate and follow up with behavioral and specialty care referrals.</td>
<td>Improved access to timely, comprehensive health care services and community resources for high-risk families and youth with special health care needs.</td>
<td>Crawford Child Advocacy Center, local youth-serving agencies, Larimer County Department of Human Services—Child Protection Services, Rocky Mountain Health Plans, behavioral health providers, pediatric and safety net medical clinics.</td>
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<td><strong>Nurse postpartum home visit.</strong></td>
<td>Provide no-cost, in-home newborn health assessments and lactation counseling to Medicaid-eligible women.</td>
<td>Increased participant confidence in providing age-appropriate care to newborns.</td>
<td>Larimer County Department of Health and Environment, Salud Health Centers, McKee Medical Center</td>
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<td><strong>Family Medicine Center (FMC) cancer-prevention initiative.</strong></td>
<td>Provide colon cancer prevention education, dispensing and processing of colon cancer testing kits at no cost. Assist with colonoscopy procedure costs for uninsured clients.</td>
<td>Increased colorectal cancer screening rates and increased awareness.</td>
<td>American Cancer Society, Denver Broncos Community Development Grant</td>
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<td><strong>Family Medicine Center (FMC) food pantry.</strong></td>
<td>Provide financial and staff support to a food pantry located within FMC, which offers access to healthy foods and family meal planning ideas.</td>
<td>Increased access to healthy foods for low-income residents. Reduced food insecurity. Improved health outcomes.</td>
<td>Colorado State University, Food Bank for Larimer County, Great Harvest Bread Co., Grow &amp; Give, The Lighthouse, the Nappie Project, Sprouts Market</td>
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<td><strong>Forensic medical exams and referral to services.</strong></td>
<td>Provide medical examinations using compassionate and evidence-based methods for individuals who have experienced violent or sexual assault.</td>
<td>Improved medical care and access to resources.</td>
<td>Sexual Assault Victim Advocate Center (SAVA), Women and Gender Advocacy Center (WGAC), local law enforcement agencies</td>
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<td>UCHealth Medical Group recruitment of new physicians.</td>
<td>Evaluate opportunities to recruit additional physicians to the community.</td>
<td>Increased access to providers by those seeking care in the community.</td>
<td>UCHealth Medical Group</td>
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<td>Virtual primary care and specialty care.</td>
<td>Provide virtual primary care and specialty care services.</td>
<td>Increased access to providers by those seeking care in the community.</td>
<td>UCHealth Virtual Health Center</td>
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<tr>
<td>Medicaid Accountable Care Collaborative.</td>
<td>Provide care coordination services for Medicaid-eligible individuals with complex chronic conditions.</td>
<td>Improved use of appropriate health care and community resources.</td>
<td>Associates in Family Medicine, Health District of Northern Larimer County, Homeward Alliance, Rocky Mountain Health Plans, Salud Family Health Centers, SummitStone Health Partners</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>
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<td>Community paramedics school- and community-based education.</td>
<td>Provide no-cost education including CPR training, vehicle safety and emergency response procedures to local community groups and school districts.</td>
<td>Increased knowledge and skills in life-saving techniques.</td>
<td>Local school districts, Fort Collins Police Services</td>
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<tr>
<td>Aspen Club senior services.</td>
<td>Provide community-based health promotion, disease prevention and self-management education and programs. Provide Medicare benefits counseling, education and enrollment assistance.</td>
<td>Increased number of older adults in Larimer and Weld counties who receive low- or no-cost preventive health services. Increased health and well-being of the older adult community. Increased enrollment in appropriate Medicare coverage.</td>
<td>AARP; Aging Well Collective—Weld County; Alzheimer’s Association; Centers for Medicare and Medicaid Services; Catholic Charities of Northern Colorado—Greeley; Columbine Center for Healthy Aging; Colorado State University; Health District of Northern Larimer County; local senior centers; senior advisory councils; local Area Agencies on Aging and Departments of Human Services</td>
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Priority health issue: Chronic conditions.

Goal: Reduce the incidence, burden and associated risk factors related to chronic conditions.

According to the Centers for Disease Control and Prevention, chronic diseases and conditions are one of the leading causes of death and disability in the United States. Chronic conditions—including some cancers, cerebrovascular disease, heart disease, obesity, diabetes and lung disease—share risk factors such as tobacco use, unhealthy diet, physical inactivity as well as lack of access to preventive care.

Public health data compiled by the Colorado Department of Public Health and Environment between 2018–2020 shows there is a higher rate of many chronic diseases and conditions in Larimer County compared to the state of Colorado. Examples include the incidence of breast, cervical and prostate cancer and hospitalizations for acute myocardial infarctions and stroke (which often result from chronic uncontrolled hypertension), among others.

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<td>Chronic disease self-management programs, including: Living Well, Enhance Wellness, Heart Failure University and Am I Hungry?</td>
<td>Provide no- or low-cost evidence-based interventions designed to improve participant management of diet and weight, physical activity, medication adherence and emotional well-being.</td>
<td>Improved self-efficacy in managing chronic disease, improved ability to manage stressors.</td>
<td>Boulder, Larimer and Weld Counties’ Area Agencies on Aging; Colorado State University, Fort Collins and Loveland senior centers; Larimer and Weld Counties Office on Aging; Self-Management Resource Center; Estes Park Health.</td>
<td>Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
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<td>Aspen Club senior services.</td>
<td>Provide community-based health promotion, disease prevention and self-management education and programs. Provide Medicare benefits counseling, education and enrollment assistance.</td>
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<td>AARP; Aging Well Collective–Weld County; Alzheimer’s Association; Centers for Medicare and Medicaid Services; Catholic Charities of Northern Colorado–Greeley; Columbine Center for Healthy Aging; Colorado State University; Health District of Northern Larimer County; local senior centers; senior advisory councils; local Area Agencies on Aging and Departments of Human Services.</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
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<td>National Diabetes Prevention Program.</td>
<td>Facilitate evidence-based National Diabetes Prevention Program (NDPP).</td>
<td>Increased number of adults with prediabetes who complete the NDPP.</td>
<td>Fort Collins Senior Center, UCHealth Northern Colorado Foundation</td>
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<td>Healthy Hearts Family Intervention.</td>
<td>Provide no-cost screening and lifestyle education program (including exercise and fitness consultations) to families identified with high-risk for developing heart disease.</td>
<td>Sustained lifestyle behavior change leading to improved heart health profile.</td>
<td>Larimer and Weld County school districts, Colorado State University, Salud and Peakview Pediatric clinics</td>
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<td>Healthy Hearts and Minds school-based education and heart disease risk-factor screening.</td>
<td>Provide on-site heart disease prevention education and no-cost individual risk-factor screening.</td>
<td>Increased awareness and adoption of heart-healthy lifestyle behaviors, improved life-saving skills and knowledge of mental health and stress management resources.</td>
<td>Larimer and Weld County school districts, Colorado State University, Poudre Fire Authority, Heart Safe Communities, Thompson Teens United.</td>
<td>Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs. In-kind expenses associated with collaborations with community organizations.</td>
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<td>Stroke education and prevention efforts.</td>
<td>Provide education to promote stroke prevention and awareness. Provide community support groups and activities for those impacted by stroke.</td>
<td>Increased awareness of stroke risk factors, adoption of healthy lifestyle behaviors and increased awareness and use of stroke support.</td>
<td>American Heart Association, Brain Injury Alliance, Colorado Emergency Nurses Association, Colorado State University Master Gardeners, City of Loveland, City of Fort Collins, Estes Park Health, Fort Collins Senior Center, Colorado In Motion, Health Partner Promotions, Stroke Alliance of Colorado</td>
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The PVH and MCR implementation strategy for 2023–2025 will serve as one of the numerous ways that PVH, MCR 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.

PVH and MCR 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 PVH’s and MCR’s community. PVH and MCR will continue to focus 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:

• Alliance for Suicide Prevention
• Alternatives to Violence
• Brookdale Senior Living
• CASA of Larimer County
• Catholic Charities
• ChildSafe Colorado
• City of Fort Collins Senior Advisory Board
• Colorado School of Public Health
• Colorado State University
• Columbine Health Systems
• Crossroads Safehouse
• Dementia Together
• Disabled Resource Services
• Early Childhood Council of Larimer County
• Eighth Judicial District Attorney’s Office
• Elderhaus Adult Day Programs
• Finally Home
• Food Bank for Larimer County
• Foothills Gateway, Inc.
• Fort Collins Area Interfaith Council
• Grief Support of the Rockies
• Health District of Northern Larimer County
• Homeward Alliance
• House of Neighborly Service
• Larimer County Behavioral Health Services
• Larimer County Board of Commissioners
• Larimer County Board of Health
• Larimer County Health Department
• Larimer County Office on Aging
• Larimer County Sheriff’s Office
• LifeStance Health
• Los Ancianos Unidos
• Loveland Community Health Center/Sunrise Clinic
• Loveland Housing Authority
• Lutheran Family Services Rocky Mountains Refugee & Asylee Program
• Neighbor to Neighbor

• Northern Colorado Health Sector Partnership:
  - Aims Community College
  - Associates in Family Medicine
  - Banner Health
  - Brookdale Senior Living
  - Centennial Area Health Education Center
  - City of Greeley
  - City of Fort Collins
  - Colorado State University
  - Colorado Workforce Development Council
  - Columbine Health Systems
  - Emergency Physicians of the Rockies
  - Fort Collins Area Chamber of Commerce
  - Front Range Community College
  - Golden Peaks Rehabilitation Center
  - Health District of Northern Larimer County
  - Hearing Rehab Center
  - Home Instead
  - Hospice of Northern Colorado
  - Job Corps
  - Kaiser Permanente
  - Larimer County
  - Larimer County Workforce Center
  - Mountain Wellness
  - Northern Colorado Rehabilitation Hospital
  - North Range Behavioral Health
  - Pathways
  - Rocky Mountain Family Physicians
  - SummitStone Health Partners
  - Unemployment Services of Weld County
  - University of Northern Colorado
  - UCHealth
  - Workforce Boulder County
• Poudre School District
• Project Self-Sufficiency
• Salud Family Health Center
• SAVA Center
• Serve 6.8
• SummitStone Health Partners
• The Center for Family Outreach
• The Crawford Child Advocacy Center
• The Family Center/La Familia
• Thompson School District
• United Way of Larimer County