2023-2025 IMPLEMENTATION STRATEGY

Based on findings of the 2022-2024 Community Health Needs Assessment
UCHealth Yampa Valley Medical Center
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INTRODUCTION AND OVERVIEW

Introduction.
UCHealth Yampa Valley Medical Center (YVMC) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. YVMC has engaged many partners and organizations to promote health and prevent illness in the local community with a focus on serving its 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 YVMC’s planned activities to support 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

YVMC overview.
YVMC is a 39-bed acute-care hospital located in Steamboat Springs in northwest Colorado. From family medicine and obstetrics to emergency medicine and chronic disease care, YVMC provides high-quality care to residents and visitors alike. YVMC is committed to improving the lives of the community’s most vulnerable residents and cared for more than 8,600 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 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 YVMC community is defined as Moffat and Routt counties in northwest Colorado.
Implementation strategy process, development and approval.
The implementation strategy report for YVMC is based on the findings and health issue priorities established through the 2022-2024 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 YVMC 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 YVMC’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 YVMC leadership. Appendix B 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 from 2023-2025. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of Trustees approval.
During the September 2022 meeting, the YVMC Board of Trustees was apprised of and approved this implementation strategy and related activities described within this report.
Identified community health needs.
YVMC completed its 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 YVMC’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 UCHHealth system strategies and local, state and national objectives.

Prioritized health issues.
The prioritized health issues identified for impact within the community served by YVMC are access to care, mental and behavioral health and substance use disorders.

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. In addition, Appendix A contains a list of community organizations that received financial support in 2022 from the Yampa Valley Medical Center Foundation (YVMC Foundation) Community Health Benefit Fund.
2023–2025 IMPLEMENTATION STRATEGY

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 Moffat and Routt counties with health insurance; however, there are still barriers to accessing 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. In Moffat County, the ratio of the population to primary care providers (4,400:1) is unfavorable compared to the state average of one provider for every 1,210 individuals.

In addition, feedback from the provider survey indicates that access to specialty care remains a challenge in the community, particularly for those at higher risk of health inequities.

<table>
<thead>
<tr>
<th>Programs and initiatives</th>
<th>Activities</th>
<th>Anticipated impact</th>
<th>Existing or planned collaborations</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to care through use of virtual technology.</td>
<td>Increase ability to access timely care through expansion of virtual appointments.</td>
<td>Improved access to and use of appropriate health care services.</td>
<td>UCHealth Virtual Health Center, YVMC outpatient clinics</td>
<td></td>
</tr>
<tr>
<td>Care Alliance with Children’s Hospital Colorado.</td>
<td>Collaborate with Children’s Colorado to evaluate ways to enhance local access to pediatric care.</td>
<td>Expanded access to pediatric specialists.</td>
<td>Children’s Colorado Care Alliance</td>
<td></td>
</tr>
<tr>
<td>Expand service offerings through provider recruitment.</td>
<td>Evaluate opportunities to recruit additional specialty care providers to the community.</td>
<td>Increased access to specialty care.</td>
<td>UCHealth Medical Group</td>
<td></td>
</tr>
<tr>
<td>Forensic medical exams and referral to services.</td>
<td>Provide 24/7 on-call specialty trained forensic nurse examiners using compassionate and evidence-based methods for adults and children who have experienced violent or sexual assault.</td>
<td>Improved medical care and access to trauma-related recovery resources.</td>
<td>Local law enforcement agencies, Brighter World Child Advocacy Center, Children’s Hospital Colorado</td>
<td></td>
</tr>
<tr>
<td>Nurse telephone consultation services.</td>
<td>Continue offering Ask A Nurse telephone service, which provides nurse consultation services at no cost that help to assess symptoms and provide advice on seeking care.</td>
<td>Improved access to timely and high-quality health information.</td>
<td>AccessNurse</td>
<td></td>
</tr>
<tr>
<td>Interpretation services at medical appointments during inpatient care and discharge care planning.</td>
<td>Provide interpretation services to limited English proficiency (LEP) patients, which can be provided in-person, via phone or by video.</td>
<td>Improved access to and use of appropriate health care services.</td>
<td>Language Line Solutions</td>
<td></td>
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<tr>
<td>First responders at community events and youth sports events.</td>
<td>Provide emergency first responders, Automatic External Defibrillators and physical therapists to address injuries incurred during community events (rodeo, sporting events).</td>
<td>Improved access to timely and affordable health care services.</td>
<td>Steamboat Springs, Hayden and South Routt School Districts, local sports club tournaments and competitions</td>
<td></td>
</tr>
<tr>
<td>Programs and initiatives</td>
<td>Activities</td>
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<tr>
<td>Low-cost screenings and laboratory blood-test services.</td>
<td>Implement program to provide low-cost sports medicine screenings. Provide discounted lab tests through the Community Health Days 365 program.</td>
<td>Expanded access to low- or no-cost professional health care services.</td>
<td>YVMC laboratory services, physical therapy staff</td>
<td></td>
</tr>
<tr>
<td>Enhanced obstetric services in Moffat County.</td>
<td>Increase access to obstetrical and lactation counseling appointments in Craig.</td>
<td>Improved access to and use of appropriate health care services.</td>
<td>YVMC clinical staff</td>
<td></td>
</tr>
<tr>
<td>Community-based health and wellness education.</td>
<td>Develop and conduct emergency response trainings such as Stop The Bleed, diabetes education series, women’s health education, injury prevention, orthopedic health and general health promotion presentations.</td>
<td>Awareness of injury prevention and emergency preparedness strategies, diabetes management and general health promotion practices.</td>
<td>YVMC certified diabetes educators, American Diabetes Association, American Cancer Society, Old Town Hot Springs</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Expanded cancer prevention outreach and treatment support services.</td>
<td>Develop cancer prevention and early detection screening programs intended to reach underserved and/or rural communities. Expand cancer services to include genetic counseling, nutrition, social work, therapeutic writing, support groups, integrative medicine, financial counseling and rehabilitative services.</td>
<td>Increased number of individuals accessing cancer screening and prevention services. Expanded access to comprehensive cancer support services.</td>
<td>YVMC clinical staff, Colorado Cancer Coalition</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Urgent care and occupational medicine services at Steamboat Ski Resort.</td>
<td>Provide urgent care and occupational medicine services at ski resort clinic.</td>
<td>Improved access to and use of appropriate health care services.</td>
<td>Steamboat Ski Resort</td>
<td></td>
</tr>
</tbody>
</table>

UCHealth
**Priority health issue: Mental and behavioral health.**

**Goal: Improve identification and treatment of mental health issues among high-risk individuals.**

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

The ratio of population to mental health providers in both Moffat and Routt counties (530:1 and 320:1, respectively) are unfavorable compared to the state average (270:1). In addition, the age-adjusted hospitalization rate for mental health conditions in Moffat County is 3,416 per 100,000 residents compared to 2,947 in Colorado overall. The age-adjusted mortality rate from suicide (per 100,000 residents) in both Moffat (45.2) and Routt counties (24.0) is also unfavorable compared to the state overall (21.4).

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Integrate behavioral health with primary and specialty care.</td>
<td>Embed behavioral health providers into primary care clinic location in Moffat County and evaluate opportunities to provide behavioral health services within specialty clinics.</td>
<td>Improved access to behavioral health services and resources.</td>
<td>YVMC clinical staff</td>
<td></td>
</tr>
<tr>
<td>Integrate behavioral health with independent primary care.</td>
<td>Evaluate opportunities to embed behavioral health providers into independent primary care practices.</td>
<td>Improved access to behavioral health services and resources.</td>
<td>Local primary care clinics</td>
<td></td>
</tr>
<tr>
<td>Mental health support for school district.</td>
<td>Provide financial support for mental health counselors embedded within the local school districts.</td>
<td>Improved behavioral health support for school-aged youth.</td>
<td>Steamboat Springs, Hayden and South Routt School Districts</td>
<td></td>
</tr>
<tr>
<td>Tele-psychiatry services.</td>
<td>Implement tele-psych consults through the UCHealth Virtual Health Center.</td>
<td>Improved access to psychiatrists.</td>
<td>UCHealth Virtual Health Center</td>
<td></td>
</tr>
<tr>
<td>Crisis support, care coordination and referral services.</td>
<td>Provide 24-hour crisis support through availability of embedded social work staff and/or use of virtual behavioral health consultations for care coordination and referral to treatment.</td>
<td>Improved access to behavioral health support services.</td>
<td>YVMC social work staff, UCHealth Virtual Behavioral Health Center</td>
<td></td>
</tr>
<tr>
<td>Transportation services for behavioral health patients.</td>
<td>Provide financial support for transportation for behavioral health patients referred to non-local inpatient psychiatric services.</td>
<td>Improved access to transportation for services outside of the local community.</td>
<td>Citadel, Care Pool, EMS Unlimited, Recovery Guides</td>
<td></td>
</tr>
<tr>
<td>Outpatient behavioral health services.</td>
<td>Provide behavioral health support and referral to community providers for patients seen in emergency department, but not needing hospitalization.</td>
<td>Improved access to and use of appropriate behavioral health services.</td>
<td>UCHealth Behavioral Health Clinic - Yampa Valley Medical Center</td>
<td></td>
</tr>
<tr>
<td>Implementation of Zero Suicide model of care for high-risk individuals.</td>
<td>Implement evidence-based suicide-prevention model through clinical practice aimed at improving screening, referral and treatment for individuals at risk for suicide. Provide suicide awareness and prevention training to non-clinical staff.</td>
<td>Expanded use of evidence-based clinical protocols that directly target suicidal thoughts/behaviors. Increased workforce awareness and confidence to assist suicidal patients.</td>
<td>Colorado Department of Public Health and Environment Office of Suicide Prevention, QPR Institute, Reaching Everyone Preventing Suicide (REPS)</td>
<td></td>
</tr>
</tbody>
</table>
Priority health issue: Substance use disorders.

Goal: Expand and strengthen substance use disorder prevention and treatment services.

The effects of substance misuse are cumulative, significantly contributing to costly social, physical, mental and public health problems. The percentage of adults who are current smokers is 20.0% in Moffat County, higher than the state average of 15.0%. The age-adjusted mortality rate from prescription opioid overdoses is also significantly higher in Moffat County compared to the state average (22.5 per 100,000 in Moffat County compared to 13.5 per 100,000 in Colorado).

Excessive drinking is also a risk factor for a variety of adverse health outcomes such as alcohol poisoning, motor-vehicle crashes and suicide. The percentage of adults in Routt County who binge drank (four or more drinks for females, five or more drinks for males, within a couple of hours) on one or more of the past 30 days is higher than the state average (24.0% compared to 21.0%). Also, in Routt County, the percentage of driving deaths with alcohol involvement is significantly higher than the state average (60.0% compared to 34.0%).

<table>
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</thead>
<tbody>
<tr>
<td>Alternatives to opioids.</td>
<td>Implement protocols for pain management without the use of opioids in the YVMC emergency department. Further adapt the protocols for use in both the inpatient and outpatient settings.</td>
<td>Decreased administration of opioids in emergency department and inpatient units.</td>
<td>Colorado Consortium for Prescription Drug Abuse, Colorado Chapter of the American College of Emergency Physicians, the Colorado Emergency Nurses Association, Colorado Hospital Transformation Program (HTP)</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Screening, Brief Intervention and Referral to Treatment (SBIRT).</td>
<td>Implement program in YVMC emergency department whereby patients identified as being under the influence of alcohol are assessed for substance use, depression, anxiety and related behavioral health issues.</td>
<td>Improved identification and referral of patients with substance use and/or behavioral health issues.</td>
<td>UHealth Emergency Department staff, Mind Springs Health</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Support for the Colorado Household Medication Take-Back Program (Green Box program).</td>
<td>Serve as the official collection site for disposal of unused household medications. Provide staff to package and return medications in compliance with state regulations.</td>
<td>Prevent misuse or abuse of unused medications including opioids, sedatives and stimulants.</td>
<td>Colorado Department of Public Health and Environment</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Pharmacy support for reduced opioid use.</td>
<td>Embed a pharmacist into the pain-management program for opioid-taper support. Distribute Narcan overdose prevention kits to high-risk patients prior to discharge.</td>
<td>Decrease deaths due to opioid overdose.</td>
<td>The Sandgaard Foundation, Stader Opioid Consultants LLC., The Colorado Naloxone Project</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>More PT, Less RX.</td>
<td>Explore process to enroll patients into physical therapy education program as an alternative to use of pain medication.</td>
<td>Increased awareness of risks associated with opioid use and potential alternatives.</td>
<td>YVMC physical therapists</td>
<td></td>
</tr>
<tr>
<td>Medication-assisted treatment (MAT) services and counseling support.</td>
<td>Evaluate opportunities to increase access to MAT and virtual or in-person access to Intensive Outpatient Programs.</td>
<td>Improved health outcomes, longer periods of abstinence and decreased incidence of relapse to substance abuse.</td>
<td>Front-Range Clinic, UHealth Center for Dependency, Addiction and Rehabilitation, YVMC behavioral health providers</td>
<td></td>
</tr>
<tr>
<td>Enhanced Recovery After Surgery (ERAS®).</td>
<td>Implement evidence-based pain management strategy to reduce the need for use of opioids following surgical procedures.</td>
<td>Decreased administration of opioids for post-surgical pain management.</td>
<td>YVMC clinical staff</td>
<td></td>
</tr>
</tbody>
</table>
YVMC’s implementation strategy for 2023-2025 will serve as one of the numerous ways that YVMC 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.

YVMC 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 YVMC’s community. YVMC 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 A

Community organizations addressing priority issues that received support in 2022 from the YVMC Foundation Community Health Benefit Fund.

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Access to care</th>
<th>Mental health</th>
<th>Substance misuse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better Tomorrow</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Boys and Girls Club of Northwest Colorado</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Horizons (residential care)</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Community</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LiftUp Routt County</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northwest Colorado Community Health Partnership</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northwest Colorado Health</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Partners in Routt County</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reaching Everyone Preventing Suicide (REPS)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Planned Parenthood of the Rocky Mountains, Inc.</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Routt County Crisis Support Team</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
Community organizations and partners engaged during the CHNA and implementation strategy processes:

- Connections 4 Kids
- Healthcare Activists of Routt County
- Latinx Alliance
- Memorial Regional Health
- Mind Springs Health
- Moffat County Public Health
- Moffat County School District
- Moffat County United Way, which includes the following:
  - Moffat County Human Resource Council
  - Bear River Young Life
  - Boys & Girls Club of Northwest Colorado
  - Craig Senior Citizens
  - Freedom Hooves
  - Interfaith Food Bank
  - Moffat County Cancer Society
  - Northwest Colorado Dental Coalition
  - Northwest Colorado Legal Services
  - Open Heart Advocates
- Old Town Hot Springs
- Partners in Routt County
- Reaching Everyone Preventing Suicide
- Routt County Human Resource Coalition, which includes the following:
  - Advocates of Routt County
  - Boys & Girls Club of Northwest Colorado
  - City of Steamboat Springs – Parks and Recreation Department – Teen Programs
  - Steamboat Springs Workforce Center
  - Integrated Community
  - Craig-Scheckman Family Foundation
  - Discovery Learning Center – Family Development Center
  - First Impressions of Routt County
  - Girl Scouts of Colorado
  - Grand Futures Prevention Coalition
  - GrandKids Child Care Center
  - Heritage Park Preschool
  - Holy Name Preschool
  - Horizons
  - Northwest Colorado Center for Independence
  - LiftUp of Routt County
  - Northwest Colorado Health (regional public health agency)
  - Planned Parenthood of the Rocky Mountains
- Routt County Council on Aging
- Rocky Mountain Youth Corps
- Routt County Department of Human Services
- Routt County United Way
- South Routt Community Center
- Steamboat Springs School District RE-2
- Totally Kids
- Yampa Valley Autism Program
- Yampa Valley Community Foundation
- Young Tracks
- Northwest Rocky Mountain CASA
- Division of Vocational Rehabilitation
- Routt County Government
- South Routt School District RE-3
- Steamboat Adaptive Recreational Sports (STARS)
- Steamboat Springs Chamber
- Steamboat Creates
- Steamboat Ministerial Alliance
- Rotary of Steamboat
- Ski Town Rotary
- Steamboat Ski and Resort Corporation
- Steamboat Springs Police Department
- The Haven Assisted Living
- The Health Partnership, which includes the following:
  - Casey’s Pond – Steamboat Springs senior living community
  - Grand County Rural Health Network
  - Memorial Regional Health
  - Mind Springs Health
  - Northwest Colorado Health
  - Pioneer’s Medical Center
  - Rangely Family Medicine
  - Rocky Mountain Health Plans
  - Routt County Department of Human Services
  - UCHealth Yampa Valley Medical Center Foundation
  - Yampa Valley Sustainability Council

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