2023–2025 IMPLEMENTATION STRATEGY

Based on findings of the 2022-2024 Community Health Needs Assessment
UCHealth Greeley Hospital
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**Introduction.**

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

**GH overview.**

Established in 2019, GH is a 53-bed hospital located in Greeley, Colorado, offering emergency services, heart and vascular care, women’s services, general and robotic-assisted surgery, urology and imaging and radiology services. GH is committed to improving the lives of the community’s most vulnerable residents and cared for more than 43,000 inpatient admissions and outpatient visits for Medicaid patients in 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, UCHC health pushes the boundaries of medicine providing advanced treatments and clinical trials to ensure excellent care and outcomes for 2.3 million patients every year. UCHC health 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 GH community is defined as Weld County.
Implementation strategy process, development and approval.
The implementation strategy report for GH is based on the findings and health issue priorities established through the 2022–2024 GH 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 GH 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 GH’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 GH leadership. A list of the organizations engaged during the CHNA and implementation strategy processes is included in the Appendix.

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 November 2022 meeting, the GH Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.
Identified community health needs.
GH completed its 2022 CHNA during the timeframe of October 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 GH’s IAG for consideration and was prioritized based on the following criteria:

- Scope and severity of the health need.
- Economic feasibility to address health need.
- Potential for hospital to impact health need.
- Alignment with UCHealth system strategies and local, state and national objectives.

Prioritized health issues.
The prioritized health issues identified for impact within the community served by GH 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 hospital will commit to address the prioritized health needs.
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.

The 2016–2018 Colorado Health Indicators (COHI) database showed the percentage of adults who currently had depressive symptoms was 13.0% in Weld County, compared to 11.4% in Colorado overall. The percentage of adults reporting poor mental health for 14 or more days during the past 30 days was also higher in Weld County than Colorado overall (12.6% compared to 10.9%, respectively). The COHI database also showed that during 2018-2020, the rate of mental health-diagnosed hospitalizations was higher in Weld County (3,268.3) than the state overall (2,947.3). Results from the 2019 Healthy Kids Colorado Survey (HKCS) revealed that 37.4% of Weld County high school students reported depressive symptoms over the last 12 months compared to the state average of 34.7%.

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. The effects of substance misuse are cumulative, significantly contributing to costly social, physical, mental and public health problems.

The 2016–2018 COHI database showed that a higher percentage of adults in Weld County reported being current smokers than in Colorado overall (16.2% compared to 15.0%, respectively). According to 2019 HKCS results, high school students in Weld County who reported ever having used an electronic vapor product (48.2%) was higher than in Colorado overall (45.9%).

<table>
<thead>
<tr>
<th>Programs and initiatives</th>
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<th>Anticipated impact</th>
<th>Existing or planned collaborations</th>
<th>Resources</th>
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<tr>
<td>Alternatives to opioids.</td>
<td>Implement protocols for pain management without the use of opioids in the GH emergency department. Further adapt the protocols for use in both inpatient and outpatient settings.</td>
<td>Decreased administration of opioids at discharge.</td>
<td>The Colorado Hospital Association, Colorado Consortium for Prescription Drug Abuse Prevention, Telligen, 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 consults through the UCHealth Virtual Health Center.</td>
<td>Improved access to behavioral health consultations.</td>
<td>UCHealth Virtual Health Center</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
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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>
</tr>
<tr>
<td>Community collaborations: North Range Behavioral Health, Weld County Let’s Talk Colorado, Imagine Zero Coalition, Thriving Weld.</td>
<td>Collaborate with Larimer and Weld County partners on community initiatives related to mental health and suicide prevention.</td>
<td>Enhanced behavioral health treatment and support services; increased community awareness of mental health issues and suicide-prevention resources.</td>
<td>Thriving Weld Healthy Mind &amp; Spirit Workgroup, Imagine Zero Coalition (additional partnerships listed in the Appendix)</td>
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<tr>
<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>Weld and Larimer County school districts</td>
<td></td>
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<tr>
<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>Weld County Area Agency on Aging</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 Weld County with health insurance; however, there are still many barriers to accessing primary and behavioral health care services through both Medicaid and other payer sources. According to the 2020 U.S. Census, 10.9% of Weld County residents under age 65 report a lack of health insurance compared to 9.3% in Colorado overall.

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 Weld County, the ratios of providers to the population for both primary care and mental health are unfavorable compared to the state average. As reported in the 2021 County Health Rankings, the ratio of primary care providers to residents in Weld County is one provider for every 1,770 residents, compared to the state average of one to 1,210. The ratio of mental health providers to residents in Weld County is one provider for every 390 residents, compared to one provider for every 270 people, on average, across Colorado.

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<td>Hospital-to-home transitional care-coordination services.</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>UHealth 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>UHealth Medical Group</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<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>UHealth 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>Forensic medical exams and referral to services.</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>
<td>In-kind expenses associated with collaborations with community organizations.</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>
<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 show a higher rate of many chronic diseases and conditions in Weld County when compared to the state of Colorado. Examples include the incidence of colorectal, lung and prostate cancer and hospitalizations for heart disease, acute myocardial infarctions and stroke (which often result from chronic uncontrolled hypertension), among others. In addition, rates of overweight and obesity in children (35.3% vs. 24.3%), high school students (27.0% vs. 21.6%) and adults (64.8% vs. 58.5%) in Weld County are significantly higher than in Colorado overall.

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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>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>Cancer: Thriving and Surviving program.</td>
<td>Provide low-cost evidence-based intervention designed to improve participant management of cancer symptoms and treatment.</td>
<td>Improved self-efficacy in managing chronic disease. Improved ability to manage stressors.</td>
<td>UCHealth Medical Group</td>
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<tr>
<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 changes 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>Weld County school districts, Colorado State University, Poudre Fire Authority, Heart Safe Communities, Thompson Teens United, Poudre School District</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>UCHealth Northern Colorado Foundation, Weld County Area on Aging</td>
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<td>Stroke education and prevention efforts.</td>
<td>Provide education to promote stroke prevention and awareness.</td>
<td>Increased awareness of stroke risk factors.</td>
<td>City of Greeley, Weld RE-5J School District</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
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<td>Chronic disease self-management programs, including:</td>
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<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
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<td>Living Well, Enhance Wellness, Mind Over Matter, Heart Failure University and Am I Hungry?</td>
<td>Provide 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>In-kind expenses associated with collaborations with community organizations.</td>
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Greeley Hospital’s implementation strategy for 2023-2025 will serve as one of the numerous ways that GH 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.

GH 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 GH’s community. GH 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:

- Aetna
- Aims Community College
- Banner Health
- Beacon Health Options
- Centennial Area Health Education Center
- Center for Improving Value in Health Care
- Colorado Department of Public Health and Environment
- Columbine Health Systems
- Cooking Matters Colorado
- Fellowship of Christian Athletes
- Forward Steps
- Greeley Chamber of Commerce
- Greeley-Evans School District 6
- Health District of Northern Larimer County
- High Plains Library District
- Integrated Nutrition Education Program
- Johnstown Heights Behavioral Health
- Life Stories Child & Family Advocacy
- Lutheran Family Services Rocky Mountains
- Michael Best Strategies
- Network of the National Library of Medicine Region 4
- North Colorado Health Alliance, which includes the following member organizations:
  - Banner Health (Hospital operations)
  - Banner North Colorado Medical Center
  - Centennial Mental Health Center
  - Colorado Access
  - Kaiser Permanente
  - North Range Behavioral Health
  - Northeast Behavioral Health Partnership
  - Sunrise Community Health (Federally Qualified Health Center)
  - SummitStone Health Partners
  - Weld County Department of Public Health and Environment
  - Weld County Department of Human Services
  - Northern Colorado Medical Society
  - UCHealth
  - United Way of Weld County
  - University of Northern Colorado
- North Colorado Health Alliance Colorado Opioid Synergy–Larimer & Weld (CO-SLAW)
- North Range Behavioral Health
- Northeast Health Partners
- PlayCore
- Rocky Mountain Health Plans, A United Healthcare Company
- Roundtable Collaboration of Colorado
- Sisters of Charity Leavenworth Health
- Soccer Without Borders
- Special Supplemental Nutrition Program for Women, Infants and Children
- St. Vrain Valley School District
- Suicide Prevention: Suicide Prevention Coalition of Colorado, Imagine Zero Weld County, THIRST Living Waters Fund
- Sunrise Community Health
- The Arc of Weld County
- The Greeley Dream Team
- The Grief Center
- The Weld Trust
- Thriving Weld
- United Way of Weld County
- University of Northern Colorado
- Weld Community Foundation
- Weld County Area Agency on Aging
- Weld County Department of Human Services
- Weld County Department of Public Health and Environment
- Weld County Government
- Weld County School District 6
- Weld Food Bank