2024–2026 IMPLEMENTATION STRATEGY

Based on findings of the 2023-2025 Community Health Needs Assessment
UCHealth Longs Peak Hospital
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Introduction.
UCHealth Longs Peak Hospital (LPH) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. LPH 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 social determinants of health. This report summarizes LPH’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

UCHealth Longs Peak Hospital overview.
LPH is in Longmont, Colorado, and has served the community since 2017. LPH is a 86-bed, acute-care inpatient facility and a level III trauma center. LPH offers a wide range of clinical services, diagnostic tests, surgeries and treatments. LPH includes a birth center with a special-care nursery, an intensive care unit and other critical services such as radiology, pharmacy and a lab. LPH is committed to improving the lives of the community’s most vulnerable residents and cared for more than 77,500 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2022.

LPH is part of UCHealth, 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, UCHealth is 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 2.7 million patients each year. UCHealth is also the largest provider of Medicaid services in Colorado, with nearly 976,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2022, an increase of 378% since fiscal year 2013.

Community served.
The LPH community is defined as Boulder and Weld counties.

UCHealth Longs Peak Hospital
Implementation strategy process, development and approval.  
The implementation strategy report for LPH is based on the findings and health issue priorities established through the 2023–2025 LPH 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 LPH 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 LPH’s clinical support services, community health improvement programs and sponsorships and contributions to community organizations that align 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 LPH leadership. A list of the organizations engaged during the CHNA and implementation strategy processes is included in the Appendix.

Board of Directors approval.
During the October 2023 meeting, the LPH Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.

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 might change and new ones might be added or others eliminated based on the community needs during 2024–2026. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.
Identified community health needs.
LPH completed its 2023–2025 CHNA between November 2022 and April 2023. 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 LPH’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 LPH are access to care, behavioral health, cardiovascular disease and 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.
Priority health issue: Access to care.
Goal: Improve access to comprehensive, quality health care services.

As a result of the Affordable Care Act, there are more residents with health insurance in the LPH service area; however, there are still many barriers to accessing care both through Medicaid and other payer sources.

Research shows that access to primary care is associated with positive health outcomes and is an important social determinant of health. 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 care include language-related barriers, physical disabilities, inability to take time off work to attend appointments and transportation-related barriers.

According to the 2022 County Health Rankings, the ratio of primary care providers to the population in Weld County was one provider for every 1,750 residents, compared to the state average of one provider for every 1,200 residents.

<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>Virtual primary care.</td>
<td>Expand access to virtual primary care appointments.</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>UCH Health 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>UCH Health Medical Group</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Enhanced geriatric care within the emergency department.</td>
<td>Enhance emergency care for older adults with complex medical conditions. Assess and track social factors influencing health status and create patient-specific care plans.</td>
<td>Increased access to support resources for chronic disease management.</td>
<td>American College of Emergency Physicians</td>
<td>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</td>
</tr>
<tr>
<td>Forensic nurse examiner program.</td>
<td>Provide medical examinations using compassionate and evidence-based methods for individuals who have experienced sexual or violent assault.</td>
<td>Improved medical care and access to resources.</td>
<td>Local law enforcement, victim’s assistance agencies, EMS agencies</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
</tr>
<tr>
<td>Stop the Bleed program.</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>City of Longmont Recreation Center</td>
<td></td>
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<tr>
<td>Stop the Bleed collaboration with St. Vrain Valley School District.</td>
<td>Provide Stop the Bleed Kits, which contain products that can slow traumatic bleeding, to St. Vrain Valley School district.</td>
<td>Improved access to life-saving equipment.</td>
<td>St. Vrain Valley School District</td>
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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.

As reported in the 2022 County Health Rankings (CHR), the ratio of the population to mental health providers in Weld County was 380:1 compared with the state average of 250:1. While Boulder County reported a more favorable ratio of population to mental health providers when compared to the state, in response to the survey, health care providers cited concern over a lack of mental health resources available to their patients.

In addition, 13.0% of Weld County adults reported their mental health was poor for 14 or more days within the past 30 days, compared with 12.0% in Colorado overall. Measures from the 2019-2021 Colorado Health Information database showed that Weld County recorded 3,082.3 mental health diagnosed hospitalizations per 100,000 residents compared to the state average of 2,818.7. Results from the 2021 Healthy Kids Colorado Survey (HKCS) showed that the percentage of Boulder County high school students who reported that they seriously considered attempting suicide within the past 12 months was 17.3% compared to the state average of 17.1%.

The effects of substance-use disorders are cumulative, significantly contributing to costly social, physical, mental and public health problems. In the 2021 HKCS, the percentage of Boulder County high school students who reported smoking one or more cigarettes in the last 30 days was 5.7% compared to 3.3% for the state. Also, the percentage of Boulder County high school students using an electronic vape product in the past 30 days was 30.8% compared to 30.4% in Colorado overall. The 2022 CHR also reported that, in Weld County, the percentage of adult smokers was 14.9% vs. 14.0% for the state.

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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>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Integrate behavioral health services within primary care clinics.</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 and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Partnership with Longmont Law Enforcement Assisted Diversion initiative.</td>
<td>Participate in steering committee for City of Longmont criminal justice diversion program, referring individuals with low-level offenses to appropriate treatment.</td>
<td>Improved access by high-risk individuals to appropriate social services and/or substance-use disorder treatment.</td>
<td>Colorado Department of Human Services, City of Longmont Department of Public Safety</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
</tr>
<tr>
<td>Alternatives to opioids.</td>
<td>Implement protocols for pain management without the use of opioids.</td>
<td>Decreased reliance on opioid medications at discharge.</td>
<td>The Colorado Consortium for Prescription Drug Abuse Prevention, Colorado Chapter of the American College of Emergency Physicians, the Colorado Emergency Nurses Association</td>
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<td>Youth-focused suicide-prevention initiatives.</td>
<td>Evaluate opportunities to increase access to local pediatric mental health treatment and prevention services for high-risk youth.</td>
<td>Expanded access to pediatric mental health care.</td>
<td>Boulder County Public Health, Second Wind Fund of Boulder County, Colorado Children’s Hospital</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Crisis outreach response and engagement (CORE) program</td>
<td>Provide guidance and leadership to addiction and mental health resource programs available to the Longmont community.</td>
<td>Improved access and administration of substance use treatment and mental health services.</td>
<td>City of Longmont</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
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</table>
Priority health issue: Cardiovascular disease.  
Goal: Improve cardiovascular health and quality of life through prevention, detection and treatment of risk factors.

Cardiovascular disease remains a leading cause of mortality and hospitalizations despite the substantial and ongoing progress being made in cardiovascular disease prevention and treatment over the past 30 years.

While Boulder County measures are lower than state averages, Weld County measures compared unfavorably to state averages in several categories of cardiovascular disease risk factors. As reported in the 2022 County Health Rankings, obesity rates in adults aged 18 and above are higher in Weld County at 67.9%, compared to the state average of 59.1%. Consistent with the higher obesity rate, hospitalization data from the 2019–2021 Colorado Health Information database revealed elevated rates of hospitalizations in Weld County as a result of stroke, heart disease, acute myocardial infarction and congestive heart failure.

These issues can be addressed through hypertension and cholesterol management, as well as obesity, smoking and diabetes prevention and management.

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<tr>
<td>Nicotine-cessation support program.</td>
<td>Offer nicotine-cessation education and support group for community members.</td>
<td>Awareness of cardiovascular disease risk factors related to nicotine-use; sustained nicotine-cessation behaviors.</td>
<td>Boulder County Public Health, Longs Peak Hospital Foundation</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Heart-health education classes for adults aged 50+.</td>
<td>Provide community-based virtual education designed to promote cardiovascular health and increase medication adherence and emotional well-being.</td>
<td>Increased awareness and/or adoption of heart-healthy lifestyle behaviors.</td>
<td>UCH Health Aspen Club, Longmont Senior Center</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Healthy Hearts school-aged education program.</td>
<td>Educate students, families and adults about how to live heart-healthy lifestyles to prevent heart disease.</td>
<td>Improved awareness of heart-disease prevention.</td>
<td>St. Vrain Valley School District, Weld County school districts</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
</tr>
<tr>
<td>Community-based stroke prevention education.</td>
<td>Provide stroke awareness education at community and school-based events. Provide clinical guideline training to emergency services personnel.</td>
<td>Improved awareness of stroke symptoms, treatment and prevention strategies.</td>
<td>Local school districts, EMS service providers</td>
<td></td>
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Priority health issue: Cancer.
Goal: Expand and strengthen cancer prevention and treatment services.

There are more than 100 types of cancer, including breast, skin, lung, colon, prostate and lymphoma. Both Boulder and Weld counties reported incidences of cancer that are unfavorable compared to state averages.

In 2019, the Colorado Health Information database revealed cancer as the leading cause of death in Weld County along with high rates of lung, bronchus, colorectal and invasive cervical cancer. The overall incidence of cancer in Weld County exceeded the state average (430.8 vs. 395.6 per 100,000). In Boulder County, the incidence rate for breast cancer was ten percentage points higher than the state average. Boulder County's rates of prostate cancer, invasive cervical cancer and melanoma of the skin also exceeded the state averages.

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 cancers.

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<tr>
<td>Cancer prevention education series for adults aged 50+</td>
<td>Provide community-based virtual education designed to increase awareness of risk factors for developing cancer.</td>
<td>Increased awareness of cancer risk factors.</td>
<td>UCHealth Medical Group, UCHealth Aspen Club</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Screenings for early detection of cancer.</td>
<td>Develop strategies to offer innovative cancer screening opportunities to community members.</td>
<td>Increased awareness of individual cancer risk profiles.</td>
<td>UCHealth Aspen Club, City of Longmont Senior Center</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Nicotine cessation support program.</td>
<td>Offer nicotine cessation education and support group for community members.</td>
<td>Awareness of types of cancers related to nicotine use; sustained nicotine cessation behaviors.</td>
<td>Boulder County Public Health, Longs Peak Hospital Foundation</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
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LPH’s implementation strategy for 2024-2026 will serve as one of the numerous ways that LPH 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.

LPH 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 the LPH community. LPH 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:

- Association for Community Living
- Boulder Chamber of Commerce
- Boulder County AIDS Project
- Boulder County Area Agency on Aging
- Boulder County Commissioner District 2
- Boulder County Open and Affirming Sexual Orientation and Gender Identity Support
- Boulder County Department of Public Health
- Boulder County Community Foundation
- Boulder Older Adult Services
- Boulder Valley School District
- Boulder Youth Opportunities Board
- Carbon Valley Help Center
- CU Health Promotion
- El Centro Amistad
- El Comite de Longmont
- Hopelight Clinic
- Longmont Community Foundation
- Longmont Community Services
- Longmont Meals on Wheels
- Longmont Senior Citizens Advisory Board
- Mental Health Partners - Longmont
- Safe Shelter of St. Vrain Valley
- Salud Health Clinic - Longmont
- St. Vrain Valley School District
- Via Colorado
- Weld County Department of Public Health and Environment