2024–2026
IMPLEMENTATION STRATEGY

Based on findings of the 2023–2025 Community Health Needs Assessment
UCHealth Pikes Peak Regional Hospital
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Introduction.
UCHealth Pikes Peak Regional Hospital (PPRH) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. PPRH 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 PPRH’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

UCHealth Pikes Peak Regional Hospital overview.
PPRH is a critical access hospital located in Woodland Park, Colorado, serving the community since 2007. From family medicine to general surgery and emergency medicine, PPRH provides high-quality care to residents and visitors alike. PPRH is committed to improving the lives of the community’s most vulnerable residents and cared for more than 6,600 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2022.

PPRH 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 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 PPRH community is defined as Teller County.
IMPLEMENTATION STRATEGY

Implementation strategy process, development and approval.
The implementation strategy report for PPRH is based on the findings and health issue priorities established through the 2023–2025 PPRH 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 PPRH 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 PPRH’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 PPRH 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 2024–2026. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of Directors approval.
During the October 2023 meeting, the PPRH Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.
Identified community health needs.
PPRH completed its 2023-2025 CHNA during the timeframe of November 2022-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 PPRH’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 PPRH are access to care (including primary care and behavioral health), cardiovascular disease prevention and early detection and prevention of cancer. 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.
2024–2026 IMPLEMENTATION STRATEGY

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

As reported in the 2022 County Health Rankings for Teller County, the ratios of providers to the population for both primary care and mental health are unfavorable compared to the state average. For primary care, the ratio in Teller County is one provider for every 2,120 residents, compared to the state average of one to 1,200. The ratio of mental health providers in Teller County is one provider for every 500 residents, compared to one provider for every 250 people, on average, across Colorado.

With respect to behavioral health, according to the U.S. Department of Health and Human Services, mental health disorders are among the most common causes of disability in the U.S. The resulting disease burden of mental illness is among the highest of all diseases. The 2022 County Health Rankings also showed that 13.0% of adults in Teller County reported their mental health was poor for 14 or more days within the past 30 days, compared to 12.0% in Colorado overall. In addition, as reported in the Colorado Health Indicators database, the age-adjusted rate of deaths by suicide in 2021 was 46.1 per 100,000 in Teller County, significantly higher than the state value of 22.6 per 100,000.

While the majority of Teller County residents have some form of health insurance, they report difficulty accessing primary care and mental health providers as identified within the Teller County Public Health and Environment’s 2022 Community Health Assessment (CHA). In response to the provider survey, health care providers confirmed the lack of local mental health resources available to their patients.

<table>
<thead>
<tr>
<th>Programs and initiatives</th>
<th>Activities</th>
<th>Anticipated impact</th>
<th>Existing or planned collaborations</th>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td>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>UCHHealth Medical Group</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Virtual behavioral health consultation services.</td>
<td>Provide virtual behavioral health consultations through the UCHHealth Virtual Health Center.</td>
<td>Improved access to behavioral health consultations.</td>
<td>UCHHealth Virtual Health Center</td>
<td>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</td>
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<td>Zero Suicide program implementation.</td>
<td>Implement Zero Suicide evidence-based practices and improve collaboration with mental health providers.</td>
<td>Increased awareness of behavioral health resources. Improved coordination and access to behavioral health care in the region.</td>
<td>State of Colorado Office of Suicide Prevention, Rocky Mountain Crisis Partners</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
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<td>Support and/or collaborate with community organizations providing free medical care.</td>
<td>Collaborate with Teller County non-profit organizations to identify ways we can partner to help support their mission of providing access to uninsured or low-income residents.</td>
<td>Improved access to care for low-income and uninsured residents in Teller County.</td>
<td>Teller County Public Health Department, Aspen Mine Center</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
</tr>
<tr>
<td>Partnership with Teller County Mental Health Alliance.</td>
<td>Collaborate with Teller County Mental health Alliance to help reduce the stigma attached to seeking mental health services while also working to improve access.</td>
<td>Improved access to behavioral health services and resources.</td>
<td>More than 22 partner agencies including Teller County Public Health, Teller County Medical Providers, RAE, CHCA, WPSD, CCV SD, EMS</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
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<td>PPRH Junior Medical School.</td>
<td>Support the PPRH Junior Medical School by promoting the comprehensive three-day, in-hospital program designed for high school students who want to interact with experienced health care professionals as they consider further education and future job possibilities. Students are given a look at specific health care and medical career fields.</td>
<td>This broad exposure provides valuable knowledge that can either confirm a student’s career interests or help them to explore new avenues. The program is a mix of engaging discussion topics and hands-on involvement with staff throughout the hospital environment/system.</td>
<td>UCHealth volunteer services and UCHealth service lines</td>
<td>Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</td>
</tr>
<tr>
<td>Mental Health Assessment Program (MAP).</td>
<td>Partner with Ute Pass Regional Health Service District to provide a dedicated response team for people experiencing a mental health crisis.</td>
<td>Improved prevention of unnecessary incarceration and duplication of mental health services.</td>
<td>Aspen Pointe, Woodland Park Police Department, Woodland Park School District</td>
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<tr>
<td>Golden Bridges Network.</td>
<td>Participate on the Golden Bridges committee to help identify ways to provide greater opportunities for seniors to connect to services in Teller County.</td>
<td>Improved access to services for the senior population through enhanced communication and process improvements in Teller County.</td>
<td>Aspen Mine Center, Cripple Creek Care Center, Daybreak, Prospect, Summit Home Health Care, Teller County Public Health, Teller Senior Coalition, The Aspen, and Woodland Park Senior Organization</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
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Priority health issue: Cardiovascular disease prevention.  
Goal: Improve cardiovascular health and quality of life through prevention, detection and treatment of risk factors.

Cardiovascular disease (CVD) remains one of the leading causes of mortality and hospitalizations, despite the substantial and ongoing progress being made in prevention and treatment over the past 30 years. As reported in the Colorado Health Indicators database (COHID), the mortality rate for heart disease in 2021 in Teller County, while favorable related to the state average, was 106.5 per 100,000 and was one of the leading causes of mortality within the county. The mortality rate for cerebrovascular disease was 45.3 per 100,000, higher than the state average of 34.7 per 100,000. A substantial number of these events are preventable through hypertension and cholesterol management as well as obesity, smoking and diabetes prevention and management.

In addition, tobacco use is a major modifiable risk factor for many diseases, including CVD. Measures reported during 2018–2020 in the COHID showed that adult tobacco use in Teller County was 21.4% of the population, which was higher than the state average of 14.0%. Results from the 2021 Healthy Kids Colorado Survey showed that the percentage of high school students who smoked cigarettes within the past 30 days was 6.3% compared to the state average of 3.3%.

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<td>Community education and outreach events.</td>
<td>Provide free lectures on a quarterly basis with topics that focus on cardiovascular disease prevention. Participate in community outreach at health fairs and events.</td>
<td>Improved awareness of heart disease prevention and participation in heart-screening events.</td>
<td>UCHHealth Medical Group, Health Care Providers in Teller County</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Stress echocardiogram program.</td>
<td>Expand access to stress echocardiogram test in the Teller County community.</td>
<td>Early detection of coronary artery disease and risk for heart attack. Access to the test locally will increase the number of patients screened.</td>
<td>UCHHealth Cardiovascular Services, UCHHealth Medical Group</td>
<td>In-kind expenses associated with collaboration with community organizations.</td>
</tr>
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Priority health issue: Early detection and prevention of cancer.
Goal: Expand and strengthen cancer prevention and treatment services.

Cancer is one of the leading causes of death in the United States as well as in Teller County. As reported in the Colorado Health Indicators database, the 2021 cancer incidence rate in Teller County for all cancer types was 361.5 per 100,000 residents, which is lower than the state average of 395.6 per 100,000 residents. There are more than 100 types of cancer, including breast, skin, lung, colon, prostate and lymphoma. In Teller County, the incidence rates for cancer of the lung and bronchus and colorectal cancer were higher than the state overall.

The likelihood that an individual will develop cancer is affected by lifestyle choices. Avoiding tobacco, eating a healthy diet, maintaining a healthy weight, being physically active and avoiding sun exposure are all choices that can help prevent cancer. Adhering to recommended screening guidelines is also effective at early detection of many types of cancer.

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<td>Colorectal cancer screening program.</td>
<td>Evaluate the implementation of a free or low-cost colorectal screening program for underserved and vulnerable populations.</td>
<td>Improved access to colorectal screenings. Increased awareness of and participation in cancer prevention and screenings.</td>
<td>American Cancer Society, local primary care providers</td>
<td>Staff time to support the implementation of the programs and initiatives.</td>
</tr>
<tr>
<td>Community education and outreach.</td>
<td>Participate in community outreach at health fairs and events. Provide classes and support groups for the community.</td>
<td>Improved awareness of and participation in preventive and wellness events.</td>
<td>Teller County Public Health, Golden Bridges Network and Aspen Mine Center</td>
<td>In-kind expenses and financial support associated with the ongoing operations of the programs.</td>
</tr>
<tr>
<td>Breast cancer screening program.</td>
<td>Provide screening mammography and breast imaging services for underserved populations.</td>
<td>Patients who do not have insurance may still access breast cancer screening and follow-up imaging, if indicated, through a voucher program.</td>
<td>Teller County Public Health, CDPHE, Peak Vista and Planned Parenthood</td>
<td>In-kind expenses associated with collaborations with community organizations.</td>
</tr>
<tr>
<td>Virtual oncology support services.</td>
<td>Provide support to oncology patients through the use of virtual technology.</td>
<td>Improved access to care, support and outcomes for the patient.</td>
<td>UCHealth Virtual Health Center</td>
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CONCLUSION

PPRH’s implementation strategy for 2024-2026 will serve as one of the numerous ways that PPRH 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.

PPRH 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 PPRH’s community. PPRH 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:

• Aspen Mine Center
• Community Health Partnership
• Divide Health Center
• Forest Ridge Senior Living and Rehabilitation
• Peak Vista Community Health Centers
• SWTC Emergency Medical Services
• Teller County Public Health and Environment
• Teller County Board of County Commissioners
• UCCS Lane Center
• Ute Pass Regional Health Service District
• Woodland Park School District