

2025-2027 IMPLEMENTATION STRATEGY

Based on findings of the 2024-2026 Community Health Needs Assessment
UCHealth Parkview Medical Center

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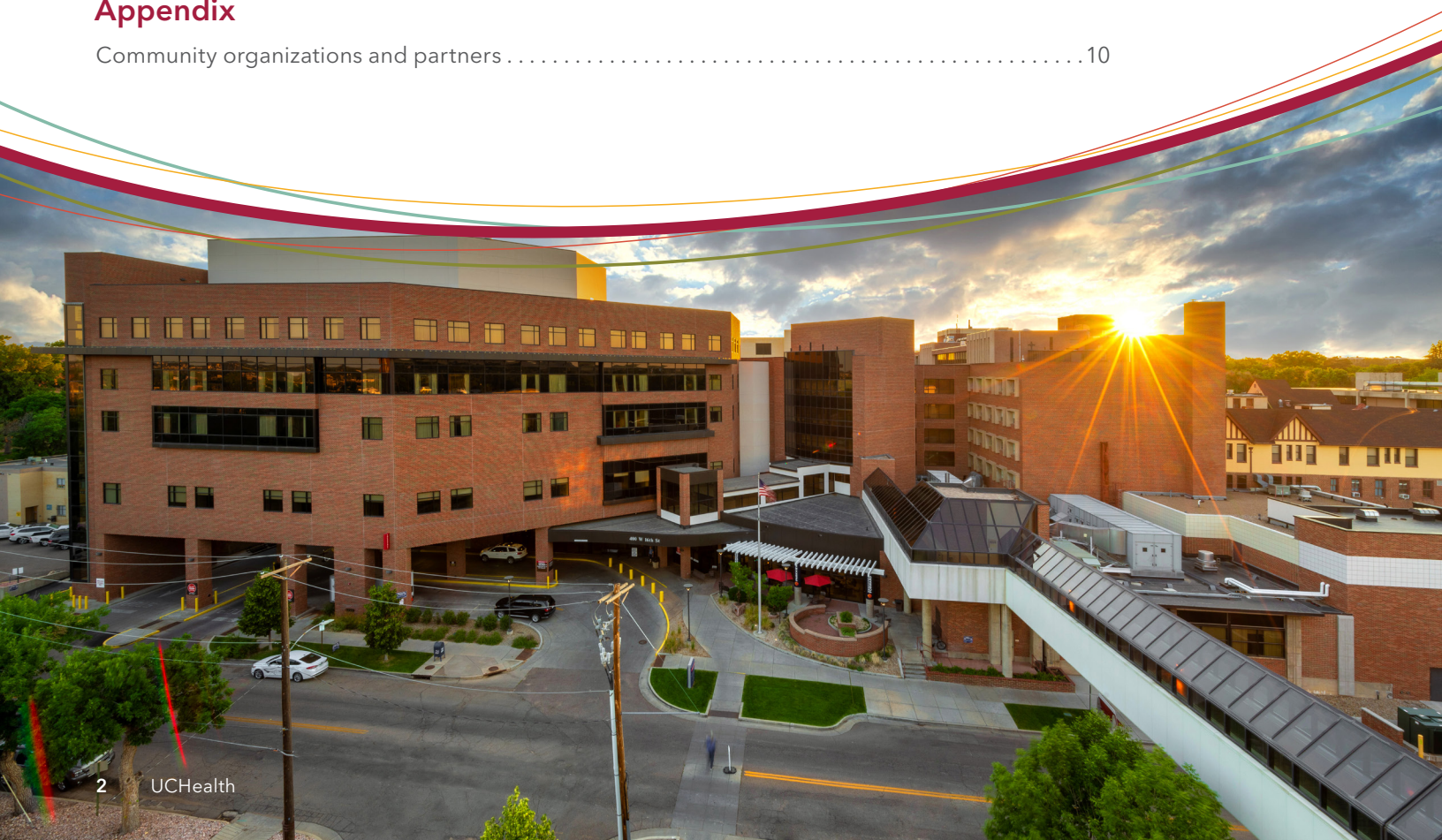
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INTRODUCTION AND OVERVIEW

Introduction.

UCHealth Parkview Medical Center (Parkview) aims to improve the lives of its patients by providing access to high-quality, comprehensive health care services. Parkview 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 Parkview'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 Parkview Medical Center overview.

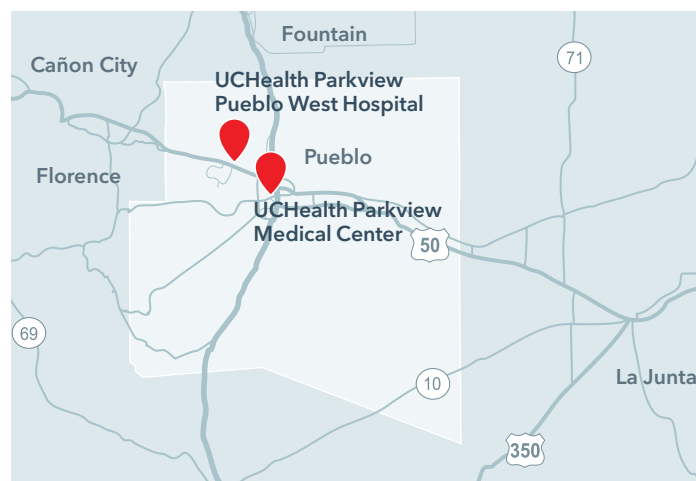
Parkview has two hospital facilities, including Parkview Medical Center, a 254-bed hospital located in central Pueblo, and Parkview Pueblo West, a 21-bed hospital located in west Pueblo. Parkview provides a broad spectrum of clinical services, including primary care, specialty care offerings like orthopedics, cancer, heart and women's and a variety of ancillary services like imaging, lab and pharmacy. Parkview is committed to improving the lives of the community's most vulnerable residents and cares for more than 63,000 Medicare and Medicaid patients annually. Parkview is one of the largest employers in Pueblo County, with approximately 3,000 employees and a medical staff of more than 300 providers.

Parkview 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 exceptional patient experience. With more than 200 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 more than one million inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2023.

Community served.

The Parkview community is defined as Pueblo County, which represents the geographic area most proximal to the hospital where many Parkview patients reside.



IMPLEMENTATION STRATEGY

Implementation strategy process, development and approval.

The implementation strategy report for Parkview is based on the findings and health-issue priorities established through the 2024-2026 Parkview 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 Parkview 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 Parkview'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 Parkview 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 might change and new ones might be added or others eliminated based on the community needs during 2025-2027. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of Directors approval.

During the September 2024 meeting, the Parkview Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.

COMMUNITY HEALTH NEEDS

Identified community health needs.

Parkview completed its 2024-2026 CHNA during the timeframe of January 2024-June 2024. 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 Parkview'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 Parkview are access to care, behavioral health and chronic disease.

Tables addressing prioritized health needs.

The following tables outline strategies, initiatives, anticipated impact, potential collaborations and partners and resources the hospital will commit to address the prioritized health needs.

In addition to the activities outlined in the tables below, Parkview supports other initiatives through collaborative partnerships with organizations in the local community, including CSU Pueblo and Pueblo Community College, among others. These initiatives span multiple health needs areas, including veterans health and education and training.

2025–2027 IMPLEMENTATION STRATEGY

Priority health issue: Access to care.

Goal: Improve access to comprehensive, quality health care services.

With the advent of the Affordable Care Act, there has been a sharp decline in the proportion of residents without any health insurance in Pueblo County; however, there are still many barriers to accessing services through both 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 health care include language-related barriers, physical disabilities, inability to take time off work to attend appointments and transportation-related barriers.

According to the 2023 County Health Rankings, in Pueblo County, the ratio of primary care providers to the population is unfavorable compared to the state average, as there is one provider for every 1,500 residents in Pueblo County versus one provider for every 1,200 people across Colorado.

| Programs and initiatives | Activities | Anticipated impact | Existing or planned collaborations | Resources |
|---|--|---|------------------------------------|--|
| Virtual primary care appointments | Expand access to virtual primary care appointments. | Increased access to providers by those seeking care in the community. | UCHealth Virtual Health Center | <p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs.</p> <p>In-kind expenses associated with collaboration with community organizations.</p> |
| Screening for Social Determinants of Health | Offer Social Determinant of Health screening in the inpatient and primary care settings. | Addressing Social Determinants of health will help with identifying barriers to accessing health care in care in the community. | UCHealth Medical Group | |
| Remote Patient Monitoring | Expand remote patient monitoring within Pueblo County. | Increased access to healthcare services by offering monitoring outside of the hospital. | UCHealth Virtual Health Center | |
| UCHealth Medical Group recruitment of new physicians | Evaluate opportunities to recruit additional physicians to the community. | Increased access to providers by those seeking care in the community. | UCHealth Medical Group | |

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.

According to the 2023 County Health Rankings, in Pueblo County, the percentage of adults reporting poor mental health for 14 or more days during the past 30 days is 16.0%, higher than Colorado overall at 13.0%. At the same time, according to Healthy Kids Colorado survey (2021), 48.7% of high school students reported that they felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities during the past 12 months (compared to Colorado average of 39.6%). 20.5% of high school students in Pueblo County also reported that they seriously considered attempting suicide during the last 12 months (compared to Colorado average of 17.1%). The age-adjusted hospitalization rate per 100,000 for both mental health conditions and attempted suicide is significantly higher in Pueblo County than the state overall.

In addition, the effects of substance-use disorders are cumulative, significantly contributing to costly social, physical, mental and public health problems. The Centers for Disease Control and Prevention reports that binge drinking is the most common, costly and deadly pattern of excessive alcohol use in the U.S. Binge drinking is defined as a pattern of drinking that brings a person's blood-alcohol concentration to 0.08 g/dl or above. This typically happens when men consume five or more drinks or women consume four or more drinks in about two hours. In Pueblo County, while the percentage of adults of who binge drink is lower than the state average, 14.7% of teens reported binge drinking compared to the state average of 12.5% (according to Healthy Kids Colorado).

| Programs and initiatives | Activities | Anticipated impact | Existing or planned collaborations | Resources |
|--|--|---|--|---|
| Perinatal and postpartum depression and anxiety | Provide community-based virtual education designed to increase awareness of perinatal and postpartum depression and anxiety. | Increased awareness of depression and anxiety risk factors and signs. | UCHealth Medical Group, UCHealth Parkview Medical Center Mobile Nurses | 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 collaboration with community organizations. |
| Offer resources for those with mental health diagnosis and substance use disorder | Develop strategies to offer resources to those who have been identified with having mental health and substance use disorders. | Increased knowledge of resources available in the community. | Regional Accountable Entity (RAE) 4, Health Colorado. | |
| Co-responder program | Coordinate responses to high utilizers of Emergency Medical Services (EMS) with EMS providers and Behavioral Health Specialists. | Increased number of patients who receive access to drug and alcohol services. | Pueblo City Fire Department Directing Others to Service (DOTS) | |
| Integrate behavioral health services within primary care clinics | Evaluate opportunities to embed teams of licensed clinical social workers and psychologists into primary care practices. | Improved access to behavioral health services and resources. | UCHealth Medical Group | |
| Virtual behavioral health consultation services | Provide virtual behavioral health consultations through the UCHealth Virtual Health Center. | Improved access to behavioral health consultations. | UCHealth Virtual Health Center | |
| Alternatives to opioids | Implement protocols for pain management without the use of opioids. | Decreased administration of opioids at discharge. | Colorado Consortium for Prescription Drug Abuse | |

Priority health issue: Chronic disease.

Goal: Expand and strengthen chronic disease prevention and treatment services.

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 and lack of access to preventive care.

Public health data shows that there is a higher rate among many chronic diseases and conditions in Pueblo County when compared to the state of Colorado overall. Examples include the overall incidence of cancer and hospitalizations for stroke, heart disease and congestive heart failure, among others (Colorado Health Indicators). In addition, the rate of obesity among adults, as well as the percentage of adults with diagnosed diabetes, is significantly higher than the state average (County Health Rankings, Colorado Health Indicators).

| Programs and initiatives | Activities | Anticipated impact | Existing or planned collaborations | Resources |
|---|---|---|--|---|
| Cancer prevention education series for adults aged 50+ | Provide community-based virtual education designed to increase awareness of risk factors for developing cancer. | Increased awareness of cancer risk factors. | UCHealth Medical Group, UCHealth Parkview Cancer Center | <p>Staff time to support the implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the ongoing operations of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p> |
| Screenings for early detection of cancer | Develop strategies to offer innovative cancer-screening opportunities to community members. | Increased awareness of individual cancer risk profiles. Expand minority participation in clinical trials. | UCHealth Medical Group, UCHealth Parkview Cancer Center, Rocky Mountain Cancer Centers | |
| Heart failure program | Offer Heart Failure education and support groups for community members. | Increased awareness of preventing and treating Heart Failure. | Pueblo Cardiology Associates, UCHealth Heart Failure Clinic, UCHealth Parkview Mobile Nurses | |
| Community education and outreach | Provide education and engage the community on chronic disease prevention. | Improved awareness of chronic disease prevention and participation in screening events. | UCHealth Parkview Medical Center Mobile Nurses | |

CONCLUSION



Parkview's implementation strategy for 2025–2027 will serve as one of the numerous ways that Parkview 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.

Parkview 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 Parkview's community. Parkview 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:

- Pueblo Department of Public Health & Environment
- Pueblo Parks and Recreation
- Pueblo District Library
- Pueblo County
- Pueblo Community Health Center
- Pueblo County Department of Human Services
- Health Solutions
- Pueblo Community College–Fremont Senior College
- Pueblo School District 60
- Pueblo School District 70
- Pueblo West High School
- Pleasant View Middle School
- Beulah Mountain School
- Senior Retirement Development Agency (SRDA)
- Royal Gorge Chamber Alliance
- Florence County Farmers Market
- Senior Connections Health Fair
- Colorado State University–Pueblo Nursing Program
- Safeway Grocery Store
- Pueblo County Sheriff's Office
- Rocky Mountain Cancer Center
- American Medical Response (AMR)
- American Heart Association
- Philson Dentistry
- Park West Dental and Vision
- MxV Rail
- Hanger Orthotics
- Big R
- EVRAZ
- Soaring Eagles Center for Autism (SECA)
- Pueblo Diversified Industry (PDI)
- Colorado Department of Transportation (CDOT)
- San Isabel Electric Association (SIEA)
- GCC
- Industrial Constructors/Managers Inc. (ICM)
- Hartung Glass Industries
- GulfCo Manufacturing
- Collins Aerospace