

2026-2028 IMPLEMENTATION STRATEGY

Based on findings of the 2025-2027 Community Health Needs Assessment
UCHealth Memorial Hospital and UCHealth Grandview Hospital

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INTRODUCTION AND OVERVIEW

Introduction.

UCHealth Memorial Hospital (MH) and UCHealth Grandview Hospital (GVH) aim to improve the lives of their patients by providing access to high-quality, comprehensive health care services. MH and GVH have 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 MH's and GVH'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 Memorial Hospital and UCHealth Grandview Hospital overview.

MH and GVH are located in Colorado Springs, Colorado, along with a broader network of UCHealth primary care and specialty care clinics. MH includes Memorial Hospital Central (MHC), a 424-bed hospital, and Memorial Hospital North (MHN), a 140-bed hospital. MH offers the most comprehensive array of services in southern Colorado and is the region's only Level I trauma center and comprehensive stroke center. GVH is a 22-bed hospital focused on orthopedic and sports medicine care. MH and GVH are committed to improving the lives of the community's most vulnerable residents and cared for more than 325,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2024. MH serves the second-most Medicaid patients of any hospital in Colorado based on adjusted discharge data from the Colorado Department of Health Care Policy and Financing.

MH and GVH are 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 200 locations throughout the region, UCHealth pushes the boundaries of medicine, providing advanced treatments and clinical trials to ensure excellent care and outcomes for 2.8 million patients each year. UCHealth is also the largest provider of Medicaid services in Colorado, with more than 1.1 million inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2024.

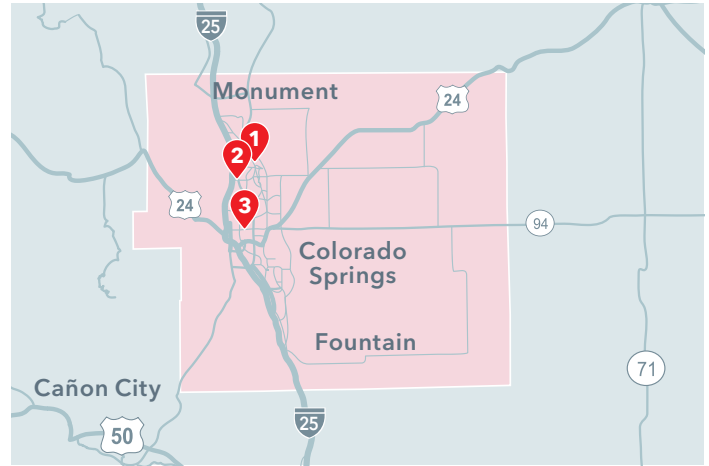
UCHealth's commitment to the communities we serve.

UCHealth is committed to improving lives and is proud to serve communities throughout Colorado. In fiscal year 2024, UCHealth provided \$1.3 billion in total community benefits, more than twice the nonprofit organization's tax benefits. UCHealth's community benefits include \$568 million in uncompensated and charity care to support uninsured and underinsured patients. The uncompensated care provided by UCHealth is more than any other health system or provider in Colorado.

Included as part of UCHealth's community benefit, MH provided \$225 million in community benefits during fiscal year 2024, including \$100 million in uncompensated care. GVH provided \$14 million in community benefits, including \$7 million in uncompensated care during the same period.

Community served.

For the purposes of this implementation strategy, the MH and GVH community is defined as El Paso County. This county represents the geographic area most proximal to the hospitals where the majority of MH and GVH patients reside.



- 1 UCHealth Memorial Hospital North
- 2 UCHealth Grandview Hospital
- 3 UCHealth Memorial Hospital Central

IMPLEMENTATION STRATEGY

Implementation strategy process, development and approval.

The implementation strategy report for MH and GVH is based on the findings and health issue priorities established through the 2025-2027 MH and GVH 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 MH and GVH Internal Advisory Group (IAG), a subset of the hospitals' leadership teams, which represent 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 MH's and GVH'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 MH and GVH 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 could be added or others eliminated based on the community needs during 2026-2028. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of directors approval.

During their September and October 2025 meetings, respectively, the GVH and MH Boards of Directors were apprised of and approved this implementation strategy and the related activities described within this report.

COMMUNITY HEALTH NEEDS

Identified community health needs.

MH and GVH completed their 2025 - 2027 CHNAs during the timeframe of December 2024 - March 2025. The CHNA process provided an opportunity for the hospitals 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 multi-phased approach was used to identify the top health priorities for future impact. The process included:

- A comprehensive analysis of local population health indicators.
- Solicitation of community input on local health issues through:
 - Distribution of a web-based survey to local community-serving organizations, school districts and government agencies.
 - A web-based survey distributed to health care providers at MH and GVH to gather input on community health needs.
- Review of the most recent Community Health Assessment (CHA) for El Paso County as produced by El Paso County Public Health.
- Participation in meetings with other local organizations to gain insights on community needs.

The comprehensive list of opportunities was presented to MH's and GVH's IAG for consideration and was prioritized based on the following criteria:

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

Prioritized health issues.

The prioritized health issues identified for impact within the community served by MH and GVH are access to care, behavioral health and cardiovascular risks.

Tables addressing prioritized health needs.

The following tables outline strategies, initiatives, anticipated impact, potential collaborations and partners and resources the hospitals will commit to address the prioritized health needs. Unless otherwise noted, both hospitals participated in the programs and initiatives listed below, engaging in activities and contributing resources for the purpose of achieving the anticipated impact.

2026-2028 IMPLEMENTATION STRATEGY

Priority health issue: Access to care.

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

In El Paso County, residents under 65 lack health insurance at a higher rate than the overall state population. According to the U.S. Census Bureau, 7.9% of Colorado's population under age 65 is uninsured. By comparison, 8.2% of El Paso County lacks insurance.

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, the inability to take time off work to attend appointments and transportation-related barriers. The 2024 County Health Rankings & Roadmaps (CHR&R) report displayed that residents of El Paso County have more limited access to primary care physicians compared to Colorado overall, with one physician available for every 1,583 residents in El Paso County versus one physician for every 1,207 Coloradans.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
UCHealth Medical Group recruitment of new physicians.	Evaluate opportunities to recruit additional physicians to El Paso County.	Increased access to providers by those seeking care in the community.	UCHealth Medical Group	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.
CU School of Medicine - Colorado Springs Branch.	Provide financial support for the program.	Increased number of physicians receiving training in the community to support access to care.	CU School of Medicine	
Resilient, Inspired, Strong and Engaged Southeast Colorado Springs (RISE) Coalition.	Participate on committee with purpose of creating more options for health care in southeast El Paso County, as well as programming and activities that support healthy living.	Reduced barriers that cause inequities to improve the socioeconomic conditions and social cohesion of southeast Colorado Springs.	RISE coalition members comprised of more than 35 community organizations	
Support and/or collaborate with community organizations providing free medical care.	Evaluate opportunities to partner with an El Paso County non-profit organization providing free medical care and access to uninsured or low-income residents.	Improved access to care for low-income and uninsured residents in El Paso County.	Ascending to Health, Mission Medical Clinic, Open Bible Medical Clinic, El Paso County free medical clinics	
UCHealth Prescription Club.	Provide uninsured and underinsured patients with discounts on their prescriptions.	Increased number of community members who can fill their prescriptions.	Memorial Hospital Pharmacy	

Access to care, continued on next page.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Forensic nurse examiner program.	Provide medical examinations using compassionate and evidence-based methods for individuals who have experienced sexual or violent assault.	Improved medical care and access to resources.	Safe Passage Children's Advocacy Center, Colorado Department of Criminal Justice, TESSA	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.
Stop the Bleed program.	Offer community-based education classes on bleeding control and life-saving techniques.	Improved participation in life-saving education programs.	UCHealth Athletic Trainers, UCHealth cardiovascular services	
Concussion-assessment clinics.	Provide personalized, comprehensive concussion assessments. Provide education and recommendations spanning a wide variety of topics.	Improved understanding of any physical, cognitive and emotional limitations caused by a concussion.	UCHealth rehabilitation services, UCHealth Neurosciences program, UCHealth Athletic Trainers	
Athletic training services.	Provide athletic trainers to address injuries incurred during community events (e.g., sporting events).	Improved access to health care services.	Academy School District 20, El Pomar Foundation, Harrison School District 2, Falcon School District 49, Colorado Springs School District 11, UCCS	
Next Chapter.	Provide services, including behavioral health support, career transition and housing assistance for veterans and their families. Create and maintain increased access to culturally competent crisis services.	Reduced suicide among veterans and family members.	Colorado Behavioral Health Administration, Mt. Carmel Veterans Center, NAMI, Silver Key, UCCS Lyda Hill Institute for Human Resilience, TBI Freedom/Craig Hospital, Bright Futures Psychiatry, Home Instead, El Paso County, City of Colorado Springs	

Priority health issue: Behavioral health.

Goal: Improve identification, treatment or resource referral for individuals with behavioral health needs.

According to the U.S. Centers for Disease Control and Prevention (CDC), mental health conditions are among the most common health conditions in the U.S. The resulting disease burden of mental illness is among the highest of all diseases.

According to the 2024 CHR&R report, adults in El Paso County reported that their mental health was not good for 14 or more days over the past 30 days, more frequently than adults across Colorado, at 15.6% and 14.6%, respectively. In addition, the same report indicated that the availability of mental health providers is more limited in El Paso County, where the ratio of population to mental health providers was 230:1 compared to the state average of 219:1.

The effects of substance use disorders are cumulative, significantly contributing to costly social, physical, mental and public health problems. As reported in the 2024 CHR&R report, El Paso County has both a higher percentage of driving deaths involving alcohol and a higher rate of drug poisoning deaths than the state overall. 39.9% of driving deaths in El Paso County involve alcohol, exceeding the 34.7% of driving deaths with alcohol involvement across the state of Colorado. Similarly, El Paso County experiences 37 drug poisoning deaths per 100,000 population, exceeding the 26 drug poisoning deaths per 100,000 Coloradans.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Integrating behavioral health with primary care.	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	UCHealth Medical Group	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.
Virtual behavioral health consultation services.	Provide virtual behavioral health consults through the UCHealth Virtual Health Center.	Improved access to behavioral health consultations.	UCHealth Virtual Health Center	
Zero Suicide program implementation.	Implement zero suicide evidence-based practices and improve collaboration with mental health providers.	Increased awareness of behavioral health resources. Improved coordination and access to behavioral health care.	State of Colorado Office of Suicide Prevention, Rocky Mountain Crisis Partners	
Colorado Springs Fire Department (CSFD) Community Response Team (CRT).	Provide financial support for the CRT program through the provision of a Medical Director.	Improved on-scene mental health care for individuals in the community.	CSFD, Colorado Springs Police Department, Diversus Health	
Co-Responder program.	Provide behavioral health specialists to de-escalate situations and help link people with behavioral health issues to appropriate services.	Reduced unnecessary incarceration and duplication of mental health services.	El Paso County Sheriff	

Behavioral health, continued on next page.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Alternatives to opioids.	Implement protocols for pain management without the use of opioids. Further adapt the protocols for use in both inpatient and outpatient settings.	Decreased administration of opioids at discharge.	Colorado Consortium for Prescription Drug Abuse, Colorado Chapter of the American College of Emergency Physicians, the Colorado Emergency Nurses Association	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.
Next Chapter.	Provide services, including behavioral health support, career transition and housing assistance for veterans and their families. Create and maintain increased access to culturally competent crisis services.	Reduced suicide among veterans and family members.	Colorado Behavioral Health Administration, Mt. Carmel Veterans Center, NAMI, Silver Key, UCCS Lyda Hill Institute for Human Resilience, TBI Freedom and Craig Hospital, Bright Futures Psychiatry, Home Instead, El Paso County, City of Colorado Springs	In-kind expenses associated with collaboration with community organizations.

Priority health issue: Cardiovascular risks.

Goal: Improve cardiovascular health and quality of life through prevention, detection and treatment of risk factors.

According to the CDC, cardiovascular diseases—such as stroke, heart failure, heart attacks and coronary artery disease—are the leading cause of death in the U.S. Several lifestyle factors and medical conditions increase the risk of developing heart disease, including diabetes, smoking, obesity, physical inactivity, an unhealthy diet and excessive alcohol consumption.

The population of El Paso County experiences these risk factors at higher rates than the overall population of Colorado. In addition, the rates of hospitalization for stroke and heart disease in El Paso County are higher than those seen in the state overall. The Colorado Health Indicators (COHI) dataset for 2018–2023 reported stroke hospitalizations at 346.6 per 100,000 residents of El Paso County, far above the rate of stroke hospitalizations across the state of Colorado at 317.6 per 100,000. Reported heart disease hospitalizations for El Paso County residents is also elevated, with 1,974.7 per 100,000 as compared to 1,961.4 per 100,000 Coloradans.

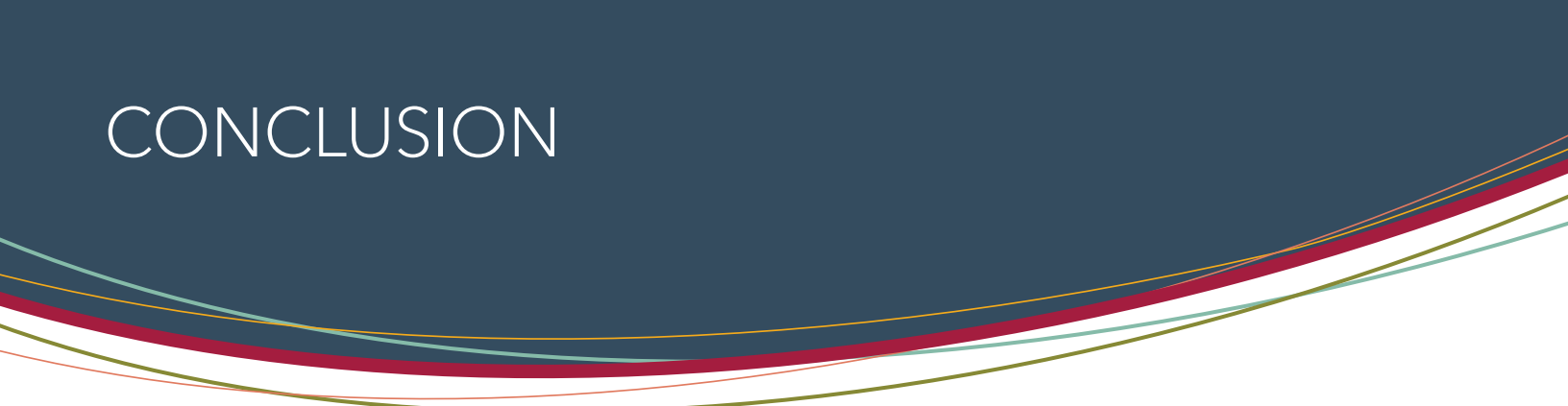
Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Chronic disease self-management program.	Implement the Stanford University evidence-based intervention program using trained leaders and peer mentors within group meetings for El Paso County.	Increased knowledge of healthy diet and physical activity recommendations; increased rating of self-efficacy in relation to disease-management skill attainment.	Memorial Hospital Cardiovascular Services	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.
Collaboration with El Paso County Public Health's Healthy Community Collaborative (HCC).	Partner with HCC members to align healthy eating and active living strategies in El Paso County.	Increased number of community members engaging in programs to promote healthy eating and becoming more physically active.	HCC members comprised of representatives from schools, hospitals and health systems, non-profit organizations, city and county government agencies, public health, medical providers and interested citizens	
Community education events.	Provide free lectures with topics that focus on cardiovascular disease prevention.	Improved awareness of heart disease prevention and participation in heart screening events.	UCHealth Medical Group, health care providers in El Paso County	
Diabetes prevention classes.	Provide low-cost diabetes prevention classes for community members.	Improved diabetes prevention awareness and management of the condition.	Memorial Hospital dietitians, Memorial Hospital Diabetes Education, American Diabetes Association	

Cardiovascular risks, continued on next page.

Cardiovascular risks, continued.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Health and wellness classes.	Provide classes on healthier eating, physical activity and stress reduction.	Increased number of community members engaging in programs to promote health.	El Paso County Public Health, Healthy Community Collaborative, Pikes Peak YMCA	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.
Nicotine cessation education.	Offer nicotine cessation education and support group for community members.	Increased awareness of types of cancers related to nicotine-use; sustained nicotine-cessation behaviors.	El Paso County Tobacco Free Alliance	
Healthy Hearts and Minds School Program (school-based education and heart-disease risk-factor screening).	Provide on-site heart disease prevention education and no-cost individual risk-factor screening.	Increased awareness and/or adoption of heart-healthy lifestyle behaviors, improved life-saving skills and knowledge of mental health and stress management resources.	Academy School District 20, School District 49, Colorado Springs School District 11, Harrison School District 2, Widefield School District 3	In-kind expenses associated with collaborations with community organizations.

CONCLUSION



MH's and GVH's implementation strategy for 2026-2028 will serve as one of the numerous ways that MH, GVH 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.

MH and GVH will regularly identify ways to refine their 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 MH's and GVH's community. MH and GVH will continue to focus their 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:

- Athletic training services (full and part-time):
 - Academy District 20
 - Falcon High School
 - Fountain Fire Department
 - Fountain Valley School
 - Liberty Tree Academy
 - Manitou Springs High School
 - Sand Creek High School
 - Sierra High School
 - St. Mary's High School
 - The Classical Academy
 - The Rocky Mountain Vibes
 - Thomas MacLaren School
 - UCCS Sports Clubs Program
 - USA Hockey Camp
- Brain Injury Alliance
- ChangeLine
- Colorado Department of Public Health and Environment–Office of Suicide Prevention
- Colorado Community Health Alliance
- Colorado Health Network
- Colorado Springs Catholic Charities
- Colorado Springs Fire Department
- Colorado Springs Health Foundation
- Colorado Springs Hispanic Chamber
- Colorado Springs Police Foundation
- Colorado Springs School District 11
- Colorado Springs Sports Corp
- The Colorado Trust
- Culture of Wellness
- Diversus Behavioral Health Centers
- El Paso County Public Health
- El Paso County Public Health Healthy Community Collaborative, which includes the following member organizations:
 - Academy School District 20
 - Alliance for Kids
 - American Diabetes Association
 - Beacon Health Options
 - Care and Share Food Bank for Southern Colorado
 - Catamount Institute
 - Children's Hospital Colorado
 - Cigna
 - Citizens Project
 - City of Colorado Springs
 - City of Colorado Springs Parks, Recreation & Cultural Services
 - City of Manitou Springs
 - Colorado College
 - Colorado Department of Education
 - Colorado Parks and Wildlife
 - Colorado Springs Food Rescue
 - Colorado Springs Chamber & EDC
 - Colorado State University (CSU) Extension
 - Community Partnership for Child Development Giving Kids a Headstart
 - Council of Neighbors and Organizations
 - DaVita Medical Group
 - DentaQuest
 - Early Connections Learning Center
 - El Paso County Community Services
 - El Paso County Public Health
 - El Paso County Recreation & Cultural Services
 - Energy Resource Center
 - Falcon School District 49
 - Fort Carson Preventive Medicine/Public Health
 - Fort Carson Wellness Services
 - Greccio Housing
 - Harrison School District Two
 - Joint Initiatives
 - Kaiser Permanente
 - Kids on Bikes
 - King Soopers/City Market
 - Local Food Colorado Springs
 - Manitou Springs School District 14
 - National Association for the Advancement of Colored People
 - National Alliance on Mental Illness (NAMI)
 - OMNI Institute
 - Open Bible Medical Clinic
 - Partners for Healthy Choices
 - Peak Military Care Network
 - Peak Vista Community Health Centers
 - Penrose-St. Francis Health Services
 - Penrose-St. Francis Mission Outreach
 - Phil Long Dealerships
 - Pikes Peak Library District
 - Pikes Peak United Way
 - Project Angel Heart
 - The Resource Exchange
 - Rocky Mountain Field Institute
 - SET Family Medical Clinic
 - Silver Key Senior Services
 - Springs Recovery Connection

- Teach for America
- Terra Essentials
- TESSA
- Trails and Open Space Coalition
- UCCS Helen and Arthur E. Johnson
- Beth-El College of Nursing & Health Sciences
- Food to Power
- Homefront Military Network
- Homeward Pikes Peak
- Inside Out Youth Services
- Mt. Carmel Veterans Center
- Never Alone Foundation
- One Colorado
- Partners in Housing

- Peak Vista Community Health Centers
- Pikes Peak Region Peace Officers
- Pikes Peak Suicide Prevention Partnership
- SafeCare CO
- Safe Passage
- Springs Rescue Mission
- StableStrides
- Sue's Gift
- The Resource Exchange
- University of Colorado Colorado Springs Foundation
- University of Colorado Colorado Springs School of Medicine
- YMCA of the Pikes Peak Region
- Youth Move Colorado