



2026-2028 IMPLEMENTATION STRATEGY

Based on findings of the 2025-2027 Community Health Needs Assessment
UCHealth Greeley Hospital

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INTRODUCTION AND OVERVIEW

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

UCHealth Greeley Hospital overview.

Established in 2019, GH is a 92-bed hospital located in Greeley, Colorado, offering emergency services, heart and vascular care, women's services, general and robotic-assisted surgery and imaging and radiology services. GH is committed to improving the lives of the community's most vulnerable residents and has cared for more than 65,000 inpatient admissions and outpatient visits for Medicaid patients in fiscal year 2024.

GH 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 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.

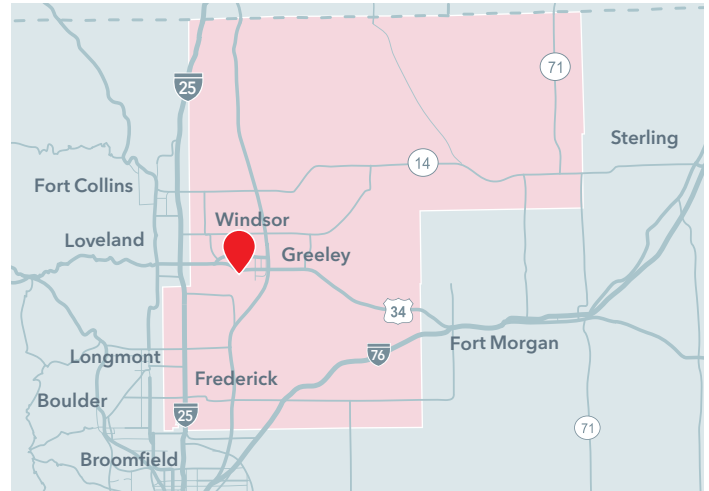
UCHealth's commitment to the communities we serve.

UCHealth is committed to improving lives and is proud to serve communities throughout Colorado and beyond. 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, GH provided \$47 million in community benefits during fiscal year 2024, including \$27 million in uncompensated care.

Community served.

For the purposes of this implementation strategy, the GH community is defined as Weld County, which represents the geographic area most proximal to the hospital where the majority of GH patients reside.



 UCHealth Greeley Hospital

IMPLEMENTATION STRATEGY

Implementation strategy process, development and approval.

The implementation strategy report for GH is based on the findings and health-issue priorities established through the 2025-2027 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 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 2026-2028. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of directors approval.

During the October 2025 meeting, the GH Board of Directors was apprised of and approved of this implementation strategy and related activities described within this report.

COMMUNITY HEALTH NEEDS

Identified community health needs.

GH completed its 2025-2027 CHNA between December 2024 and March 2025. 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 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 GH to gather input on community health needs.
- A review of the most recent community health improvement plan conducted by Weld County Department of Public Health and Environment.
- Participation in meetings with Weld County Department of Public Health and Environment and other local organizations to gain insights into community needs.

A comprehensive list of data and input was presented to GH's IAG for consideration and was prioritized based on the following criteria:

- Scope and severity of the health need.
- Potential for GH 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 GH 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.

2026–2028 IMPLEMENTATION STRATEGY

Priority health issue: Access to care.

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

Access to care was prioritized as the highest-ranking health need in the community survey and second highest in the provider survey. Weld County residents under 65 lack health insurance at a higher rate compared to Colorado overall. According to the 2023 U.S. Census Bureau, 7.9% of Coloradans under age 65 lack health insurance, and 9.6% of Weld County residents in the same age category are uninsured.

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 County Health Rankings and Roadmaps 2024 data, the ratio of population to primary care providers is unfavorable in Weld County at 1,730:1 compared to 1,210:1 in the state. The same is true for the ratio of other primary care providers at 1,240:1 in Weld County compared to the state at 700:1.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Hospital-to-home transitional-care coordination services.	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.	Improved access to timely and appropriate health care and community-based resources.	North Colorado Health Alliance, Northeast Health Partners	Staff time to support the implementation of the programs and initiatives.
Aspen Club senior services.	Provide community-based health promotion, disease prevention and self-management education and programs. Provide Medicare benefits counseling, education and enrollment assistance. Provide assistance with Advance Care Planning.	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. Increased completion of medical durable power of attorney and medical directives.	AARP, Aging Well Collective–Weld County, A Little Help, Alzheimer’s Association, Centers for Medicare and Medicaid Services, Catholic Charities of Northern Colorado–Greeley, Columbine Center for Healthy Aging, Colorado State University, Dementia Together, local senior centers, non-profits and churches, senior advisory councils, local Area Agencies on Aging and Departments of Human Services, RSVP Weld County, Volunteers of America	In-kind expenses and financial support associated with the development, implementation and ongoing operations of the programs. In-kind expenses associated with collaboration with community organizations.

Access to care, continued on next page.

Access to care, continued.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Virtual primary care and specialty care.	Provide virtual primary care and specialty care services.	Increased access to providers by those seeking care in the community.	UCHealth Virtual Health Center	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. In-kind expenses associated with collaboration with community organizations.
Forensic nurse examiner program.	Provide on-call specialty trained forensic nurse examiners using compassionate and evidence-based methods for adults and children who have experienced violent or sexual assault.	Improved medical care and access to resources.	Sexual Assault Victim Advocate Center (SAVA), Women and Gender Advocacy Center (WGAC), local law enforcement agencies	
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	
Fall prevention.	Provide fall prevention education. Provide Stepping On fall prevention programming.	Decreased fear of falling among older adults. Improved balance and strength among older adults.	Cardiac/pulmonary rehab, senior living facilities, community partners, including physical therapists, occupational therapists, pharmacists, vision experts, local fire departments	

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 2024 County Health Rankings and Roadmaps, adults in Weld County reported that their mental health was not good during the past 30 days at a slightly higher rate than Coloradans overall. Similarly, the rate of mental health diagnosed hospitalizations in Weld County is higher than the state average. In Weld County, there were 3,072.8 hospitalizations per 100,000 residents, far exceeding the state average of 2,854.1. There were 18 suicides per 100,000 population in Weld County, which is lower than the state rate of 22, but much higher than the national rate of 14 per 100,000.

Also according to the 2024 County Health Rankings and Roadmaps, availability of mental health providers is more limited in Weld County where the ratio of population to mental health providers is 350:1 compared to the state average of 220:1.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Alternatives to opioids.	Implement protocols for pain management without the use of opioids.	Decreased administration of opioids.	The Colorado Hospital Association, Colorado Consortium for Prescription Drug Abuse Prevention, Telligen, 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. In-kind expenses associated with collaboration with community organizations.
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	
Integrate behavioral health services within primary care clinics.	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	UCHealth Medical Group	
Community collaborations: North Range Behavioral Health, Weld County Let's Talk Colorado, Imagine Zero Coalition, Thriving Weld.	Collaborate with Larimer and Weld County partners on community initiatives related to mental health and suicide prevention.	Enhanced behavioral health treatment and support services. Increased community awareness of mental health issues and suicide-prevention resources.	Thriving Weld Healthy Mind & Spirit Workgroup, Imagine Zero Coalition	
BStrongBFit: A fitness and well-being program targeted to 4th-6th grade girls.	Support school-based programming intended to improve cardiovascular fitness and emotional well-being.	Improved participant self-esteem, self-confidence and resiliency skills.	Weld County school districts	

Behavioral health, continued.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Powerful Tools for Caregivers and Stress-Busting Program for Family Caregivers.	Provide evidence-based interventions intended to assist adult caregivers.	Improved caregiver emotional well-being and capacity to cope with caregiving tasks.	Weld County Area Agency on Aging	Staff time to support the implementation of the programs and initiatives.
Aspen Club senior services.	Provide community-based health promotion, disease prevention and self-management education and programs around behavioral health. Collaborate on loneliness and isolation community campaign.	Increased number of older adults in Larimer and Weld counties who receive low- or no-cost behavioral health support and services. Increased health and well-being of the older adult community.	North Range Behavioral Health, Weld County Department of Public Health and Environment, University of Northern Colorado, AIMS Community College, Veterans Administration, Banner Health, High Plains Library District, CAHEC, United Way, Weld Trust	In-kind expenses and financial support associated with the ongoing operations of the programs. In-kind expenses associated with collaboration with community organizations.

Priority health issue: Chronic disease.

Goal: Reduce the incidence, burden and associated risk factors related to chronic disease.

According to the CDC, 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, excessive alcohol use, unhealthy diet, physical inactivity and lack of access to preventive care. Public health data shows that there is a higher rate of many chronic diseases and conditions in Weld County compared to the state overall.

The 2018–2020 Colorado Health Indicators (COHI) dataset shows the incidence rate of cancer across all sites is 408.7 per 100,000 population in Weld County compared to 387.5 in the state. There is also a higher rate of specific types of cancer in Weld County, including lung and bronchus cancer at 41.6 per 100,000 population compared to 37.0 in the state, late-stage breast cancer in women at 46.8 per 100,000 population in Weld County compared to 41.1 in the state and the colorectal cancer age-adjusted incidence rate for those age 50+ in Weld County is 96.5 per 100,000 population compared to 85.1 in the state.

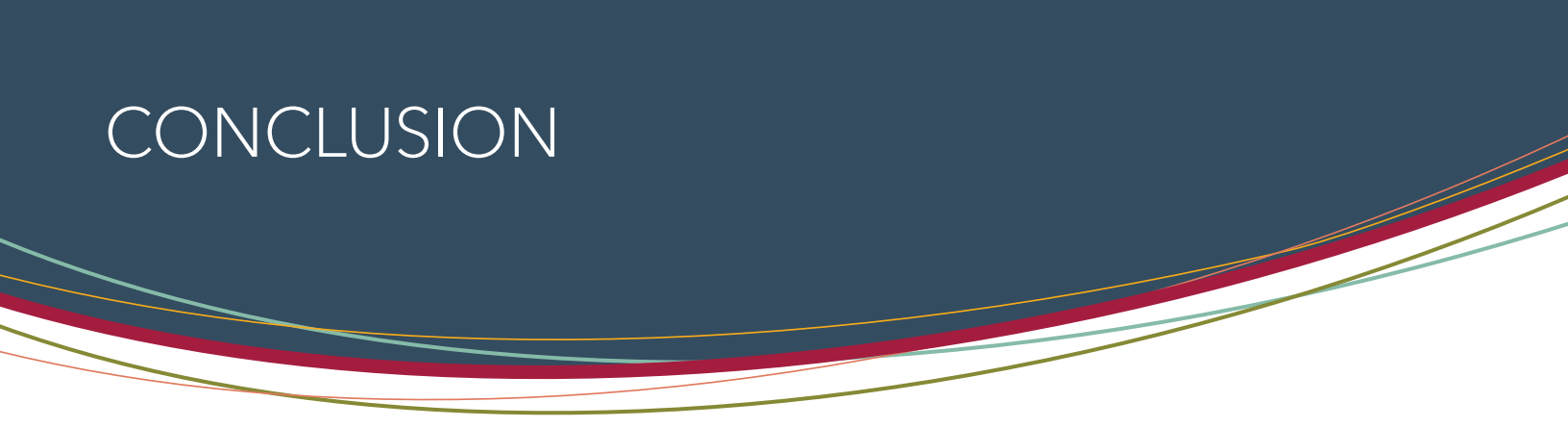
The same COHI dataset notes that the diabetes mellitus mortality rate is 25.2 per 100,000 population compared to 17.5 for the state. The heart-disease mortality rate is 135.5 per 100,000 population compared to 126.6 in the state. According to the 2024 County Health Rankings & Roadmaps report, the prevalence of obesity among adults is 28.7% in Weld County compared to 25.1% statewide. The prevalence of smoking among adults is 14.4% in Weld County compared to 12.1% in the state and the percentage of adults aged 20 and older reporting no leisure-time physical activity is 81.4% compared to 90.1% in the state.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Aspen Club senior services.	Provide community-based health promotion, disease prevention and self-management education and programs. Provide Medicare benefits counseling, education, and enrollment assistance. Provide assistance with Advance Care Planning.	Increased number of older adults who receive low- or no-cost preventive health services. Increased health and well-being in community-dwelling older adults. Increased enrollment in appropriate Medicare coverage. Increased completion of medical durable power of attorney and medical directives.	AARP, Aging Well Collective–Weld County, A Little Help, Alzheimer’s Association, Centers for Medicare and Medicaid Services, Catholic Charities of Northern Colorado–Greeley, Columbine Center for Healthy Aging, Colorado State University, Dementia Together, local senior centers, Thriving Weld Social Inclusion Committee, non-profits and churches, Thriving Weld Social Inclusion Committee, senior advisory councils, local Area Agencies on Aging and Departments of Human Services, RSVP Weld County, Thriving Weld, Volunteers of America	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.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Cancer: Thriving and Surviving program.	Provide evidence-based intervention designed to improve participant management of cancer symptoms and treatment.	Improved self-efficacy in managing chronic disease. Improved ability to manage stressors.	UCHealth Medical Group, Weld County Area Agency on Aging	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.
Healthy Hearts and Minds Family Program.	Provide screening and lifestyle-education program, including nutrition and fitness consultations to families identified with high risk for developing heart disease.	Sustained lifestyle behavior changes leading to improved heart health profile.	Weld County school districts and municipalities, Colorado State University	
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.	Weld County school districts and municipalities, Imagine Zero Weld County	
Chronic disease self-management programs, including: Living Well, Enhance Wellness, Mind Over Matter, Heart Failure University and Mind over Matter: Healthy Bowels, Healthy Bladder.	Provide evidence-based interventions designed to improve participant management of diet and weight, physical activity, medication adherence and emotional well-being.	Improved self-efficacy in managing chronic disease. Improved ability to manage stressors.	Boulder, Larimer and Weld Counties' Area Agencies on Aging; Colorado State University, Fort Collins, Estes Park, Windsor and Loveland senior and community centers, Larimer and Weld Counties Office on Aging, Self-Management Resource Center, Estes Park Health	
National Diabetes Prevention Program.	Facilitate evidence-based National Diabetes Prevention Program (NDPP).	Increased number of adults with prediabetes who complete the NDPP, leading to a reduction in the number of adults who develop type 2 diabetes.	Private practice providers, UCHealth Medical Group, UCHealth Northern Colorado Foundation, Weld County Health Department	

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Clinical education to improve stroke identification in the community.	Provide clinical training to local EMS agencies and first responders to support timely symptom recognition and initiation of stroke treatment interventions per best-practice recommendations.	Increased awareness of stroke symptoms, treatment options and impact of prehospital stroke alert activation on patient outcomes. Improved accuracy and timeliness of stroke alert activation starting from first medical contact until patient arrives at destination facility. Ensure protocols are up to date with current clinical practice guidelines and support adherence to workflows as established in an organization's protocol.	Advanced Medical Imaging Consultants, American Heart Association, Aspen Club, Banner Health, Brain Injury Alliance of Colorado, Board Certification for Emergency Nurses, City of Greeley, Colorado Emergency Nurses Association, Colorado In Motion, Colorado State University, Columbine Health Systems, Corazon, Inc., Eastern Colorado providers, Emergency Physicians of the Rockies, Future Health Professionals, Haxtun Health, Johnstown YMCA, LifeLine, National Emergency Nurses Association, NoCo Spokes, Northern Colorado Hospitalists, Sedgewick County Health, Spokes Fighting Strokes, Sterling Health, Stroke Alliance of Colorado, UCHealth EMS, UCHealth Stroke Program, UCHealth Medical Group, University of Northern Colorado, Village Medical, Weld RE-5J County School District, Western Nebraska providers	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.
Stroke education and prevention efforts.	Provide education to promote stroke prevention and awareness. Provide community support groups and activities for those impacted by stroke.	Increased awareness of stroke-risk factors, adoption of healthy lifestyle behaviors and increased awareness and use of stroke support. Support for successful transitions back into the community following acute stroke treatment. Improved secondary prevention strategies to prevent recurrent strokes.	Advanced Medical Imaging Consultants, American Heart Association, Aspen Club, Banner Health, Brain Injury Alliance of Colorado, Board Certification for Emergency Nurses, City of Greeley, Colorado Emergency Nurses Association, Colorado In Motion, Colorado State University, Columbine Health Systems, Corazon, Inc., Eastern Colorado providers, Emergency Physicians of the Rockies, Future Health Professionals, Haxtun Health, Johnstown YMCA, LifeLine, National Emergency Nurses Association, NoCo Spokes, Northern Colorado Hospitalists, Sedgewick County Health, Spokes Fighting Strokes, Sterling Health, Stroke Alliance of Colorado, UCHealth EMS, UCHealth Stroke Program, UCHealth Medical Group, University of Northern Colorado, Village Medical, Weld RE-5J County School District, Western Nebraska providers	In-kind expenses associated with collaborations with community organizations.

CONCLUSION



GH's implementation strategy for 2026–2028 will serve as one of the numerous ways that GH and UCHHealth 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 UCHHealth to explore policies, practices and programs that might be implemented within the GH 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:

- 60+ Ride
- Aims Community College
- Alzheimer's Association—Weld County
- American Cancer Society
- American Lung Association
- Assistance League of Greeley
- BBB Serving Northern Colorado and Wyoming Foundation
- Berthoud Fire Protection District
- Book Trust
- Boys & Girls Clubs of Weld County
- Carepool Innovation, Inc.
- Catholic Charities
- Centennial Area Health Education Center
- Changing The Narrative
- Chilson Senior Center
- City of Evans
- City of Greeley
- Colorado Center for Nursing Excellence
- Colorado School of Public Health
- Colorado State Patrol District Three: Northeast Colorado
- Columbine Health Systems Center for Healthy Aging
- Community Foundation of Northern Colorado
- Community Grief Center
- CSU Weld County Extension
- Dementia Together
- Division of Youth Services
- Eastern Colorado Community Fund
- Friends of A Woman's Place
- Greeley Active Adult Center
- Greeley Area Habitat for Humanity
- Greeley Chamber of Commerce
- Greeley City Council
- Greeley-Evans School District 6
- Greeley Family House
- Greeley Fire Department
- Greeley Philharmonic Orchestra
- Greeley Police Services
- High Plains Honor Flight
- Immigrant and Refugee Center of Northern Colorado
- League of Women Voters of Greeley-Weld Co.
- Life Stories
- Loveland Library
- Lutheran Family Services Refugee & Asylee Program
- Meals on Wheels of Loveland and Berthoud
- Multidisciplinary Center on Aging
- National Council On Aging
- North Colorado Health Alliance
- North Front Range Metropolitan Planning Organization
- North Range Behavioral Health
- Northeast Health Partners
- Northern Colorado Health Sector Partnership
- Partners Mentoring Youth
- PFLAG
- Project Self-Sufficiency
- Reach Out and Read Colorado
- Realities For Children
- RSVP of Weld County
- Salud Family Health Centers
- Severance Police Department
- Sunrise Community Health Administration
- Telligen
- The Greeley Dream Team, Inc.
- The Success Foundation
- The Women's Fund of Weld County, Inc.
- Town of Kersey
- Town of Windsor
- United Way of Weld County
- University of Northern Colorado
- Volunteers of America Colorado
- Weld Community Foundation
- Weld County
- Weld County Area Agency on Aging
- Weld County Commissioners
- Weld County Department of Human Services
- Weld County Department of Public Health and Environment
- Weld County Department of Public Health and Environment—Board of Health
- Weld County District Attorney
- Weld County Sheriff's Office
- Weld Food Bank
- Weld RE-4 School District
- Windsor Community Recreation Center
- Windsor Police Department
- Windsor Severance Fire Protection District
- Women 2 Women, Inc.