

# 2026-2028 IMPLEMENTATION STRATEGY

Based on findings of the 2025-2027 Community Health Needs Assessment.

UCHealth Poudre Valley Hospital and UCHealth Medical Center of  
the Rockies

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# INTRODUCTION AND OVERVIEW

## Introduction.

UCHealth Poudre Valley Hospital (PVH) and UCHealth Medical Center of the Rockies (MCR) aim to improve the lives of their patients by providing access to high-quality, comprehensive health care services. PVH and MCR 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 PVH and MCR'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 Poudre Valley Hospital and Medical Center of the Rockies overview.

PVH and MCR are both located in Larimer County, Colorado along with a broader network of UCHealth primary care and specialty care clinics. PVH is a 256-bed hospital that specializes in orthopedic surgery, neurosciences, cancer, bariatric weight-loss surgery and women's and family services. MCR is a 191-bed, Level 1 trauma center with a full spectrum of services, specializing in heart and trauma care. MCR also provides women's services, critical care and general and robotic-assisted surgery and is home to LifeLine, UCHealth's emergency medical and critical care ground and air transport program. PVH and MCR are committed to improving the lives of the community's most vulnerable residents and cared for more than 207,000 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2024.

PVH and MCR 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.

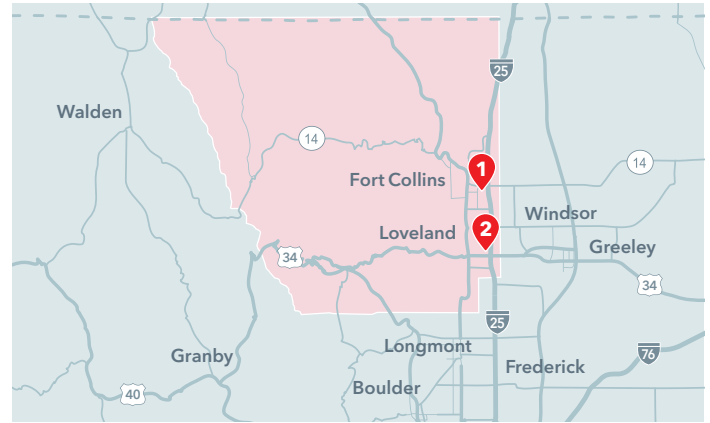
## UCHealth's commitment to the communities we serve.

UCHealth is committed to improving lives and is proud to serve communities throughout Colorado 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, PVH provided \$131 million in community benefits, including \$59 million in uncompensated care, during fiscal year 2024. Similarly, MCR provided \$125 million in community benefits and \$55 million in uncompensated care during the same period.

## Community served.

For the purposes of this implementation strategy, the PVH and MCR community is defined as Larimer County, which represents the geographic area most proximal to the hospitals where the majority of PVH and MCR patients reside.



UCHealth Poudre Valley Hospital



UCHealth Medical Center of the Rockies

# IMPLEMENTATION STRATEGY

## **Implementation strategy process, development and approval.**

The implementation strategy report for PVH and MCR is based on the findings and health issue priorities established through the 2025-2027 PVH and MCR 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 PVH and MCR Internal Advisory Group (IAG), a subset of the hospitals' leadership teams, 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 PVH and MCR'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 PVH and MCR 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 nonprofit 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.

### **Boards of directors approval.**

During the October 2025 meetings, the PVH and MCR Boards of Directors were apprised of and approved of this implementation strategy and related activities described within this report.

# COMMUNITY HEALTH NEEDS

## Identified community health needs.

PVH and MCR completed their 2025-2027 CHNA during the timeframe of December 2024 and 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 multiphased 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 PVH and MCR to gather input on community health needs.
- Review of the most recent community health improvement plan for Larimer County as produced by Larimer County Department of Health and Environment.
- Participation in meetings with Larimer County Department of Health and Environment and other local organizations to gain insight into community needs.

The comprehensive list of opportunities was presented to PVH and MCR'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 PVH and MCR 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 PVH and MCR 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 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.

According to the County Health Rankings & Roadmaps (CHR&R) 2024 report, residents of Larimer County have reduced access to primary care advanced practice providers as compared to the state average, with one provider for every 710 residents as compared to one provider for every 650 Coloradans. Similarly, Larimer County experiences an unfavorable rate of uninsured persons compared to Colorado, with 7.2% of residents lacking health insurance as compared to 7.9% of Coloradans.

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.

| Programs and initiatives                                         | Activities                                                                                                                                                                                                          | Anticipated impact                                                                                                                                     | Existing or planned collaborations                                                                                                                                                                                                                                   | Resources                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Hospital-to-home transitional care-coordination services.</b> | Facilitate access to post-discharge care-coordination services addressing both clinical and social needs for 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                                                                                                                                                                                                                                       | <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> |
| <b>Healthy Harbors care coordination.</b>                        | <p>Establish consistent engagement of pediatric clients and families/caregivers within patient-centered medical homes at no cost.</p> <p>Coordinate and follow-up with behavioral and specialty care referrals.</p> | Improved access to timely, comprehensive health care services and community resources for high-risk families and youth with special health care needs. | Crawford Child Advocacy Center, local youth-serving agencies, Larimer County Department of Human Services – Child Protection Services, Northeast Health Partners, Salud Family Health Centers, behavioral health providers, pediatric and safety net medical clinics |                                                                                                                                                                                                                                                                             |
| <b>Medicaid Accountable Care Collaborative.</b>                  | Provide community-based care management at no cost for Medicaid clients who have complex medical and behavioral health care needs and/or social resource needs.                                                     | Improved use of appropriate health care and community resources.                                                                                       | Health District of Northern Larimer County, Homeward Alliance, Northeast Health Partners, Salud Family Health Centers, SummitStone Health Partners, UCHealth Family Medicine Center, Village Medical                                                                 |                                                                                                                                                                                                                                                                             |

*Access to care, continued on next page.*

| Programs and initiatives                         | Activities                                                                                                                                                                                                                                                                                                                                      | Anticipated impact                                                                                                                                                                                                                                                                                                                                | Existing or planned collaborations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Resources                                                                                                                                                                                                                                                                   |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Family Medicine Center (FMC) food pantry.</b> | Provide financial and staff support to a food pantry located within Family Medicine Center, which offers access to healthy foods and family meal planning ideas.                                                                                                                                                                                | Increased access to healthy foods for low-income residents. Reduced food insecurity.<br><br>Improved health outcomes.                                                                                                                                                                                                                             | Colorado State University, Food Bank for Larimer County, Grow & Give, the Nappie Project, Safeway, Sprouts Market, Volunteers of America                                                                                                                                                                                                                                                                                                                                                                                                                 | <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> |
| <b>Nurse postpartum home visit program.</b>      | Provide nurse home visits at no cost to newborn infants and their mothers (for Medicaid eligible families).<br><br>Services include registered nurse assessment of infant (lactation support, monitoring weight gain, and ensuring follow-up care is in place), maternal wellness screenings and connection to relevant resources and services. | Increased participant confidence in providing age-appropriate care to newborns.                                                                                                                                                                                                                                                                   | Family Medicine Center, Larimer County Department of Health and Environment, Salud Health Centers                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                             |
| <b>Virtual primary care and specialty care.</b>  | Provide virtual primary care and specialty care services.                                                                                                                                                                                                                                                                                       | Increased access to providers by those seeking care in the community.                                                                                                                                                                                                                                                                             | UCHealth Virtual Health Center                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                             |
| <b>Aspen Club senior services.</b>               | Provide community-based health promotion, disease prevention and self-management education/programs.<br><br>Provide Medicare benefits counseling, education and enrollment assistance.<br><br>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.<br><br>Increased health and well-being of the older adult community.<br><br>Increased enrollment in appropriate Medicare coverage.<br><br>Increased completion of medical durable power of attorney and medical directives. | AARP, Aging Well Collective - Weld County, A Little Help, Dementia Together, Alzheimer's Association, Centers for Medicare and Medicaid Services, Catholic Charities of Northern Colorado -Greeley, Columbine Center for Healthy Aging, Colorado State University, Health District of Northern Larimer County, non-profits, libraries and churches, local senior centers, senior advisory councils; local Area Agencies on Aging and Departments of Human Services, Partnership for Age-Friendly Communities, RSVP Weld County and Volunteers of America |                                                                                                                                                                                                                                                                             |

| Programs and initiatives                                           | Activities                                                                                                                                                                         | Anticipated impact                                                                                  | Existing or planned collaborations                                                                                                                                       | Resources                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Forensic nurse examiner program.</b>                            | 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                                                    | <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> |
| <b>Fall prevention.</b>                                            | Provide fall prevention education.<br>Provide Stepping On fall prevention programming.                                                                                             | Decreased fear of falling among older adults.<br>Improved balance and strength among older adults.  | Cardiac/pulmonary rehab, senior living facilities and community partners including PTs, OTs, pharmacists, vision experts and fire departments                            |                                                                                                                                                                                                                                                                             |
| <b>Community paramedics school- and community-based education.</b> | Provide CPR training, vehicle safety and emergency response procedures to local community groups and schools.                                                                      | Increased knowledge and skills in life-saving techniques.                                           | Local school districts, Fort Collins Police Services                                                                                                                     |                                                                                                                                                                                                                                                                             |
| <b>Family Medicine Center (FMC) Postpartum Support Group.</b>      | Provide social connection for new moms, access to lactation specialists, social workers and nurses along with food pantry distribution and baby supplies.                          | Improved access to medical experts and resources for better outcomes for new moms and their babies. | FMC, UCHealth Healthy Harbors, UCHealth Community Health Improvement, Post-Partum Nurse Home Visit Program, City of Fort Collins, Matthews House, local school districts |                                                                                                                                                                                                                                                                             |
| <b>UCHealth Medical Group recruitment of new physicians.</b>       | 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 2024 CHR&R report, Larimer County adults reported experiencing poor mental health over the past two weeks at a higher rate than Coloradans overall. Similarly, high schoolers in Larimer County reported suicidal ideation at a slightly higher rate than Colorado high schoolers overall, with 11.9% of Larimer County high school students reporting thoughts of seriously contemplating suicide as compared to 11.1% of Colorado high schoolers, per the 2023 Healthy Kids Colorado Survey (HKCS). The 2024 CHR&R report notes the suicide rate in Larimer County at 21 deaths per 100,000 population compared to 22 in the state of Colorado, both numbers well above the national average of 14.

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 Larimer County, 23.3% of adults report binge drinking, higher than the state average of 21.4% per the 2024 CHR&R data. Both numbers are higher than the national average of 19%. Elevated substance use is also reflected among high school students, with 14.9% of Larimer County high schoolers reporting binge drinking in the past 30 days as compared to 12.1% of Colorado high schoolers overall according to the 2023 HKCS data.

In addition to alcohol use, tobacco use is slightly more prevalent in Larimer County than across Colorado for both adults and youth according to 2024 CHR&R report (adults) and the 2023 HKCS (youth).

| Programs and initiatives                                                | Activities                                                                                                                                                                                                                                      | Anticipated impact                                                                                                                                                      | Existing or planned collaborations                                                                                                             | Resources                                                                                                                                                                                                                                                            |
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| <b>Alternatives to opioids.</b>                                         | Implement protocols for pain management without the use of opioids.<br>Further adapt the protocols for use in both inpatient and outpatient settings.                                                                                           | Decreased administration of opioids at discharge.                                                                                                                       | 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.<br><br>In-kind expenses and financial support associated with the ongoing operations of the programs.<br><br>In-kind expenses associated with collaborations with community organizations. |
| <b>UCHealth Family Medicine Center (FMC) pain management programs.</b>  | Implement chronic pain educational curriculum for patients of safety net clinic and introduce alternative pain management modalities of treatment, such as support groups and education.<br>Distribute naloxone through community partnerships. | Increased understanding of chronic pain, knowledge of pain management strategies and increased use of non-pharmacological therapies to achieve chronic pain management. | FMC clinical staff, Health District of Northern Larimer County                                                                                 |                                                                                                                                                                                                                                                                      |
| <b>Prevent Alcohol &amp; Risk-Related Trauma in Youth (P.A.R.T.Y.).</b> | Conduct injury awareness and prevention class for high school-aged youth.                                                                                                                                                                       | Increased awareness among youth of effects of alcohol, drugged and distracted driving.<br>Increased adoption of reduced-risk behaviors.                                 | Colorado Department of Transportation, Colorado State Patrol, Safe Kids, UCHealth Emergency Medical Services, 3HopefulHearts                   |                                                                                                                                                                                                                                                                      |

*Behavioral health, continued on next page.*

| Programs and initiatives                                                                                                                                                                                                              | Activities                                                                                                                                                                                                                                            | Anticipated impact                                                                                                                                                                                                      | Existing or planned collaborations                                                                                                                                                                               | Resources                                                                                      |
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| <b>Aspen Club Senior Services.</b>                                                                                                                                                                                                    | Provide community-based health promotion and self-management education and programs to address social isolation and loneliness.                                                                                                                       | Increased health and well-being in community-dwelling older adults.                                                                                                                                                     | Partnership for Age-Friendly Communities, non-profits, libraries and churches                                                                                                                                    | Staff time to support the implementation of the programs and initiatives.                      |
| <b>UCHealth Family Medicine Center (FMC) medications for opioid use disorder (MOUD) services.</b><br><b>Community partnership with NCHN MOUD clinic.</b>                                                                              | Provide low-cost, low-barrier MOUD services, hepatitis C treatment and care coordination to low-income individuals diagnosed with substance-use disorders.<br><br>Distribute naloxone and fentanyl test strips, and provide sharps collection kiosks. | Improved health outcomes, longer periods of abstinence and decreased incidence of return to substance abuse.<br><br>Connect underserved individuals with resources for improved quality of life, health and well-being. | Colorado Medication Takeback Program, Colorado Opioid Synergy – Larimer and Weld (CO-SLAW), Northern Colorado Health Network, FMC clinical staff, physician services, Health District of Northern Larimer County |                                                                                                |
| <b>Expand behavioral health services at PVH.</b>                                                                                                                                                                                      | Increase capacity of inpatient behavioral health unit at PVH.                                                                                                                                                                                         | Expanded access to behavioral health inpatient services.                                                                                                                                                                | UCHealth Mountain Crest Behavioral Health Center                                                                                                                                                                 |                                                                                                |
| <b>Larimer County Behavioral Health Services partnership.</b>                                                                                                                                                                         | Provide clinical staffing support for expanded treatment services of Larimer County behavioral health treatment facility, which opened in 2023.                                                                                                       | Expanded access to behavioral health care for county residents regardless of their ability to pay.                                                                                                                      | SummitStone Health Partners, Larimer County Behavioral Health Services                                                                                                                                           | In-kind expenses and financial support associated with the ongoing operations of the programs. |
| <b>Virtual behavioral health consultation services.</b>                                                                                                                                                                               | Provide virtual behavioral health consultations through the UCHealth Virtual Health Center.                                                                                                                                                           | Improved access to behavioral health consultations.                                                                                                                                                                     | UCHealth Virtual Health Center                                                                                                                                                                                   | In-kind expenses associated with collaboration with community organizations.                   |
| <b>Integrate behavioral health services within primary care clinics.</b>                                                                                                                                                              | Embed teams of licensed clinical social workers and psychologists into primary care practices.                                                                                                                                                        | Improved access to behavioral health services and resources.                                                                                                                                                            | Family Medical Center, UCHealth Medical Group                                                                                                                                                                    |                                                                                                |
| <b>Community collaborations.</b><br><i>Larimer County Mental Health Matters, Larimer County Juvenile Gun Safety Coalition, Weld County Let’s Talk Colorado, Larimer County Perinatal Well-Being Coalition, Imagine Zero Coalition</i> | Collaborate with Larimer and Weld County partners on community initiatives related to mental health and suicide prevention.                                                                                                                           | Increased awareness of responsible gun ownership.<br><br>Increased community awareness of mental health issues and suicide prevention resources.                                                                        | Larimer County Community Justice Alternatives, Thriving Weld Healthy Mind & Spirit Workgroup, Imagine Zero Coalition (additional partnerships listed in the Appendix)                                            |                                                                                                |

| Programs and initiatives                                                                         | Activities                                                                                                                                                                          | Anticipated impact                                                                                                                                                                                              | Existing or planned collaborations                                                                                                                                       | Resources                                                                                                                                                                                                                                                                  |
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| <b>BStrongBFit: A fitness and well-being program targeted to girls in fourth to sixth grade.</b> | Support school-based programming intended to improve cardiovascular fitness and emotional well-being.                                                                               | Improved participant self-esteem, self-confidence and resiliency skills. Improved fitness and well-being among participants.                                                                                    | Larimer County school districts                                                                                                                                          | <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 collaboration with community organizations.</p> |
| <b>Powerful Tools for Caregivers and Stress-Busting Program for Family Caregivers.</b>           | Provide evidence-based education intended to assist adult caregivers.                                                                                                               | Improved caregiver emotional well-being and capacity to cope with caregiving tasks.                                                                                                                             | Larimer County Office on Aging, Weld County Area Agency on Aging                                                                                                         |                                                                                                                                                                                                                                                                            |
| <b>Zero Suicide program implementation.</b>                                                      | Implement Zero Suicide evidence-based practices and improve collaboration with mental health providers.<br>Provide suicide awareness and prevention training to non-clinical staff. | Increased awareness of behavioral health resources.<br>Improved coordination and access to behavioral health care.<br>Increased awareness and confidence among staff and providers to assist suicidal patients. | State of Colorado Office of Suicide Prevention, QPR Institute, Rocky Mountain Crisis Partners, Alliance for Suicide Prevention in Larimer County                         |                                                                                                                                                                                                                                                                            |
| <b>Medicaid Accountable Care Collaborative.</b>                                                  | Community-based care management at low- to no-cost for high-risk/ high-complexity adult clients with behavioral health needs.                                                       | Improved outpatient connections and linkage to mental and behavioral health services for severe, persistent mental illness and/or substance use disorder treatment.                                             | UCHealth Mountain Crest Behavioral Health Center, PVH Crisis Assessment Center, Polaris Partners, SummitStone Health Partners, other local behavioral health agencies    |                                                                                                                                                                                                                                                                            |
| <b>Healthy Harbors care coordination.</b>                                                        | Community-based care management at low- to no-cost for high-risk/high-complexity pediatric clients with behavioral health needs.                                                    | Improved outpatient connections and linkage to mental/ behavioral health services for severe, persistent mental illness and/or substance use disorder treatment.                                                | UCHealth Mountain Crest Behavioral Health Center, PVH Crisis Assessment Center, Polaris Partners, SummitStone Health Partners, other local behavioral health agencies    |                                                                                                                                                                                                                                                                            |
| <b>Family Medicine Center (FMC) Postpartum Support Group.</b>                                    | Provide social connection for new moms, access to lactation specialists, social workers and nurses along with food pantry distribution and baby supplies.                           | Improved access to medical experts and resources.                                                                                                                                                               | FMC, UCHealth Healthy Harbors, UCHealth Community Health Improvement, Post-Partum Nurse Home Visit Program, City of Fort Collins, Matthews House, local school districts |                                                                                                                                                                                                                                                                            |

## Priority health issue: Chronic disease.

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

Chronic diseases are the leading cause of illness, disability and death in America. According to the CDC, most chronic diseases are caused by lifestyle choices such as smoking, poor nutrition, physical inactivity and excessive alcohol use. Adhering to recommended screening guidelines is effective at early detection of many types of chronic disease, particularly cancer.

Larimer County experiences a higher rate of chronic disease across a variety of conditions according to the 2021-2023 Colorado Health Indicators dataset. The rate of Alzheimer's disease is 34.9 per 100,000 population in Larimer County compared to 30.1 in Colorado. Similarly, the rate of cerebrovascular disease is 36.4 per 100,000 population in Larimer County compared to 33.7 across Colorado.

According to the 2018-2020 Colorado Health Indicators dataset, overall rates of cancer are also higher in Larimer County than across Colorado. For all cancer sites combined, the age-adjusted incidence rate is 411.3 per 100,000 population in Larimer County compared to 387.5 in Colorado. The age-adjusted incidence rate of breast cancer is 44.4 per 100,000 population in Larimer County compared to 41.1 in the state.

| Programs and initiatives                                                                                                                                                                                          | Activities                                                                                                                                                                                                                                              | Anticipated impact                                                                                                                                                                                                                                                                                                                | Existing or planned collaborations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Resources                                                                                                                                                                                                                                                                   |
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| <b>Aspen Club senior services.</b>                                                                                                                                                                                | <p>Provide community-based health promotion, disease prevention and self-management education and programs.</p> <p>Provide Medicare benefits counseling, education and enrollment assistance.</p> <p>Provide assistance with advance care planning.</p> | <p>Increased number of older adults who receive low- or no-cost preventive health services.</p> <p>Increased health and well-being in community-dwelling older adults.</p> <p>Increased enrollment in appropriate Medicare coverage.</p> <p>Increased completion of medical durable power of attorney and medical directives.</p> | <p>AARP, 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, nonprofits, libraries and churches, senior advisory councils, local Area Agencies on Aging and Departments of Human Services, RSVP Weld County, Partnership for Age-Friendly Communities, Thriving Weld, Volunteers of America, Estes Park Senior Services Center, Estes Park Recreation Center, Good Samaritan Estes Park Village</p> | <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> |
| <b>Chronic disease self-management programs.</b><br><i>Living Well, Enhance Wellness, Heart Failure University, Health Coaches for Hypertension Control and Mind Over Matter: Healthy Bowels, Health Bladder.</i> | <p>Provide evidence-based interventions designed to improve participant management of diet and weight, physical activity, medication adherence and emotional well-being.</p>                                                                            | <p>Improved self-efficacy in managing chronic disease.</p> <p>Improved ability to manage stressors.</p>                                                                                                                                                                                                                           | <p>Boulder, Larimer and Weld Counties' Area Agencies on Aging, Colorado State University, local senior centers, Larimer County Office on Aging, Self-Management Resource Center, Estes Park Health</p>                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                             |

*Chronic disease, continued on next page.*

| Programs and initiatives                                                                                         | Activities                                                                                                                                                                                                                                                                                                                                        | Anticipated impact                                                                                                                                                                                                                                                                                                                                                                                   | Existing or planned collaborations                                                                                                                                                                                                                 | Resources                                                                                                                                                                                                                                                                   |
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| <b>Cancer: Thriving and Surviving program.</b>                                                                   | Provide evidence-based intervention designed to improve participant management of cancer symptoms and treatment.                                                                                                                                                                                                                                  | Improved self-efficacy in managing chronic disease.<br><br>Improved ability to manage stressors.                                                                                                                                                                                                                                                                                                     | UCHealth Medical Group                                                                                                                                                                                                                             | <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> |
| <b>Family Medicine Center (FMC) mammography screenings.</b>                                                      | Provide breast cancer screening, prevention, education, and help alleviate transportation barriers for patients.                                                                                                                                                                                                                                  | Increased breast cancer screening rates and increased awareness.                                                                                                                                                                                                                                                                                                                                     | FMC, UCHealth Breast Diagnostic Center, Women's Clinic of Northern Colorado                                                                                                                                                                        |                                                                                                                                                                                                                                                                             |
| <b>Housing Catalyst collaboration.</b>                                                                           | <p>Procure vegetables, fruits and healthy food staples from food bank to provide a food market experience for formerly unhoused persons now residing in two Permanent Supportive Housing communities.</p> <p>Provide nutrition and health education during market.</p> <p>Provide referrals to social workers or care coordination as needed.</p> | <p>Decreased food and nutrition insecurity.</p> <p>Reduced poor health outcomes and decreased medical costs.</p> <p>Reduced transportation and mobility barriers, especially for many residents with physical disabilities.</p> <p>Increased upbeat social connection.</p> <p>Provide safe and stable environment for emotional self-regulation for those experiencing mental health challenges.</p> | Food Bank for Larimer County, Housing Catalyst                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                             |
| <b>Healthy Hearts and Minds School Program (school-based education and heart disease risk-factor screening).</b> | 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.                                                                                                                                                                                                                               | Larimer and Weld County school districts and municipalities, St. Vrain School District, El Paso County School Districts, Imagine Zero Weld County, Colorado State University, Poudre Fire Authority, Heart Safe Communities, Thompson Teens United |                                                                                                                                                                                                                                                                             |

Chronic disease, continued on next page.

| Programs and initiatives                                                           | Activities                                                                                                                                                                                                                                                                                                                                                   | Anticipated impact                                                                                                                                                                                                                                                                                                                                                                                                                                       | Existing or planned collaborations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Resources                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>At-home health services and nutritional support for low-income individuals.</b> | Facilitate delivery of healthy foods from a local food bank and provide nutrition and food preparation education for residents of a supportive housing community who have recently transitioned out of homelessness.<br>Expand access to health care services for residents, including care coordination, hypertension control and pain management services. | Improved access to preventive health care services for residents.<br>Improved use of appropriate health care and community resources through provision of care coordination services.                                                                                                                                                                                                                                                                    | Housing Catalyst, Food Bank for Larimer County, Family Medicine Center Food Pantry, PVH community health education staff, PVH Medicaid Accountable Care Collaborative team care-coordination staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Staff time to support the implementation of the programs and initiatives.<br><br>In-kind expenses and financial support associated with the ongoing operations of the programs.<br><br>In-kind expenses associated with collaborations with community organizations. |
| <b>Healthy Hearts and Minds Family Program.</b>                                    | Provide screening and lifestyle education program, including nutrition and fitness consultations to families identified as high risk for developing heart disease.                                                                                                                                                                                           | Sustained lifestyle behavior changes leading to improved heart health profile and greater mental health awareness.                                                                                                                                                                                                                                                                                                                                       | Colorado State University, Larimer and Weld County school districts and municipalities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                      |
| <b>Clinical education to improve stroke identification in the community.</b>       | 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.<br>Improved accuracy and timeliness of stroke alert activation, starting from first medical contact until patient arrives at destination facility.<br>Assurance that protocols are up to date with current clinical practice guidelines and support adherence to workflows, as established in organization's protocol. | Advanced Medical Imaging Consultants, American Heart Association, Aspen Club, Banner Health, Board Certification for Emergency Nurses, Brain Injury Alliance of Colorado, City of Fort Collins, City of Loveland, Colorado Emergency Nurses Association, Colorado In Motion, Colorado State University, Columbine Health Systems, CommonSpirit Health, Corazon, Inc., Emergency Physicians of the Rockies, Family Medicine Center, Fort Collins Senior Center, Front Range Community College, Health Partner Promotions, Health4Heroes, LifeLine, Loveland Fire Authority, National Emergency Nurses Association, National League of Cities, NoCo Spokes, Northern Colorado Hospitalists, Poudre Fire Authority, Poudre School District, Salud, Spokes Fighting Strokes, Stroke Alliance of Colorado, Thompson Valley Emergency Medical Services, Thompson Valley EMS, Town of Wellington, Wellington Fire District, UCHHealth EMS, UCHHealth Medical Group, UCHHealth Stroke Program |                                                                                                                                                                                                                                                                      |

Chronic disease, continued.

| Programs and initiatives                        | Activities                                                                                                                                                                                                                                                                                                                                                       | Anticipated impact                                                                                                                                                                                 | Existing or planned collaborations                                                                        | Resources                                                                                                                                                                           |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>National Diabetes Prevention Program.</b>    | 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.                                                     | UCHealth Family Medicine Residency Program, UCHealth Medical Group, UCHealth Northern Colorado Foundation | Staff time to support the implementation of the programs and initiatives.                                                                                                           |
| <b>Medicaid Accountable Care Collaborative.</b> | Provide no-cost, community-based care management for adult Medicaid patients with high-risk and/or high-complexity chronic conditions.<br><br>Provide stopgap clinical nurse and nurse practitioner support for chronic disease management, education, coaching, and medication reconciliation with primary care providers, specialty providers and/or hospital. | Improved outpatient connections and linkage to mental/behavioral health services for severe, persistent mental illness and/or substance use disorder treatment; stopgap behavioral health support. | Outreach Fort Collins, Salud Family Health Centers, Family Medicine Center, UCHealth Co-Responders        | In-kind expenses and financial support associated with the ongoing operations of the programs.<br><br>In-kind expenses associated with collaborations with community organizations. |

Chronic disease, continued on next page.

| Programs and initiatives                        | Activities                                                                                                                                                | Anticipated impact                                                                                                                                                                                                                                                                                                               | Existing or planned collaborations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Resources                                                                                                                                                                                                                                                                   |
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| <b>Stroke education and prevention efforts.</b> | <p>Provide education to promote stroke prevention and awareness.</p> <p>Provide community support groups and activities for those impacted by stroke.</p> | <p>Increased awareness of stroke risk factors, adoption of healthy lifestyle behaviors, and increased awareness and use of stroke support.</p> <p>Support for successful transitions back into the community following acute stroke treatment.</p> <p>Improved secondary prevention strategies to prevent recurrent strokes.</p> | <p>Advanced Medical Imaging Consultants, American Heart Association, Aspen Club, Banner Health, Board Certification for Emergency Nurses, Brain Injury Alliance of Colorado, City of Fort Collins, City of Loveland, Colorado Emergency Nurses Association, Colorado In Motion, Colorado State University, Columbine Health Systems, CommonSpirit Health, Corazon, Inc., Emergency Physicians of the Rockies, Family Medicine Center, Fort Collins Senior Center, Front Range Community College, Health Partner Promotions, Health4Heroes, LifeLine, Loveland Fire Authority, National Emergency Nurses Association, National League of Cities, NoCo Spokes, Northern Colorado Hospitalists, Poudre Fire Authority, Poudre School District, Salud, Spokes Fighting Strokes, Stroke Alliance of Colorado, Thompson Valley Emergency Medical Services, Town of Wellington, Wellington Fire District, UCHealth EMS, UCHealth Medical Group UCHealth Stroke Program</p> | <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> |

# CONCLUSION

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

PVH and MCR 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 PVH and MCR's community. PVH and MCR 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:

- 60+ Ride | United Way Weld County
- AARP Colorado
- Adoption Dreams Come True
- Aging Clinic of the Rockies
- Aims Community College
- Alliance for Suicide Prevention of Larimer County
- Alternatives to Violence
- Alzheimer's Association - Colorado Chapter
- Alzheimer's Association - Larimer County
- Alzheimer's Association - Weld County
- American Cancer Society
- American Lung Association
- American Red Cross of Northern Colorado
- Assistance League of Greeley
- BBB Serving Northern Colorado and Wyoming Foundation
- Berthoud Fire Protection District
- Bike Fort Collins
- Bohemian Foundation
- Book Trust
- Boys & Girls Clubs of Larimer County
- Boys & Girls Clubs of Weld County
- CASA of Larimer County
- Catholic Charities
- Centennial Area Health Education Center
- Changing the Narrative
- Children's Speech and Reading Center
- ChildSafe Colorado, Inc.
- Chilson Senior Center
- City of Evans
- City of Fort Collins
- City of Greeley
- City of Loveland
- Colorado Center For Nursing Excellence
- Colorado Health Network
- Colorado School of Public Health
- Colorado State Patrol - District Three
- Colorado State University
- Colorado State University Police Department
- Colorado Youth Detention Continuum
- Columbine Health Systems
- Columbine Health Systems Center for Healthy Aging
- Community Foundation of Northern Colorado
- Community Grief Center 17
- Crossroads Safehouse
- CSU Weld County Extension
- Dementia Together
- Disabled Resource Services
- Division of Youth Services
- Early Childhood Council of Larimer County
- Eastern Colorado Community Fund
- Eighth Judicial District Attorney's Office
- Elderhaus Adult Day Program, Inc.
- Estes Park Health
- Estes Park Police Department
- Estes Park School District R-3
- Estes Valley Fire Department
- Family Housing Network
- Finally Home
- FoCo Café
- Food Bank for Larimer County
- Foothills Gateway, Inc.
- Foothills Rotary Club of Fort Collins
- Foothills Service League
- Fort Collins Area Chamber of Commerce
- Fort Collins Breakfast Rotary Charitable Foundation
- Fort Collins City Council
- Fort Collins Habitat for Humanity
- Fort Collins Police Services
- Fort Collins Senior Advisory Board
- Fort Collins Senior Center
- Friends of A Woman's Place
- Front Range Community College Foundation
- Greeley Active Adult Center
- Greeley Area Habitat for Humanity
- Greeley Chamber of Commerce
- Greeley Family House
- Greeley Fire Department
- Greeley Police Services
- Harmony Foundation, Inc.
- Health District of Northern Larimer County
- High Plains Honor Flight
- Homeward Alliance
- House of Neighborly Services
- Housing Catalyst
- Immigrant and Refugee Center of Northern Colorado
- Institute for the Built Environment
- Interfaith Counsel
- Juvenile Gun Safety Coalition of Larimer County
- Kids at Heart
- KidsPak - Loveland Rotary Club
- Larimer County Behavioral Health
- Larimer County Board of Commissioners
- Larimer County Board of Health
- Larimer County Department of Health and Environment

*Community organizations and partners, continued.*

- Larimer County Department of Human Services
- Larimer County Office of Emergency Management
- Larimer County Office on Aging
- Larimer County Sheriff's Office
- Larimer Health Connect
- League of Women Voters of Greeley - Weld Co.
- League of Women Voters of Larimer County
- Leap Coalition of Larimer County
- Life Stories
- Loveland Area Chamber of Commerce
- Loveland City Council
- Loveland Community Health Center/Sunrise Clinic
- Loveland Fire Rescue Authority
- Loveland Housing Authority
- Loveland Library
- Loveland Police Department
- Loveland Rotary Club
- Loveland Senior Advisory Board
- Loveland's Community Kitchen
- Lutheran Family Services Refugee & Asylee Program
- Meals on Wheels of Fort Collins
- Meals on Wheels of Loveland and Berthoud
- Multidisciplinary Center on Aging
- Murphy Center for Hope
- National Council on Aging
- Neighbor to Neighbor
- Next Fifty Initiative
- North Colorado Health Alliance
- North Front Range Metropolitan Planning Organization
- North Range Behavioral Health
- Northeast Health Partners
- Northern Colorado Health Sector Partnership
- Outreach Fort Collins
- Partners Mentoring Youth
- Partnership for Age-Friendly Communities
- Pathways
- PFLAG
- Poudre Fire Authority
- Poudre Learning Center
- Poudre School District
- Poudre School District Foundation
- Project Self-Sufficiency
- RamStrength Lubick Foundation
- Reach Out and Read Colorado
- Realities For Children
- Respite Care
- Rocky Mountain Crisis Partners
- RSVP of Weld County
- Safe Kids
- Salud Family Health Centers
- SAVA Center
- Self-Management Resource Center
- Serve 6.8
- Sidney Regional Medical Center
- Special Supplemental Nutrition Program for Women, Infants & Children
- Specialized Alternatives for Family and Youth
- Sprouts Market
- State of Colorado Office of Suicide Prevention
- Stroke Alliance of Colorado
- Suicide Prevention Coalition of Colorado
- SummitStone Health Partners
- Sunrise Community Health
- Telligin
- The Arc of Weld County
- The Center for Family Outreach
- The Colorado Health Foundation
- The Colorado Hospital Association
- The Crawford Child Advocacy Center
- The Family Center/La Familia
- The Greeley Dream Team
- The Grief Center
- The Lighthouse
- The Matthews House
- The Nappie Project
- The Weld Trust
- The Women's Fund of Weld County, Inc.
- Thompson Teens United
- Thompson Valley EMS
- Thriving Weld
- Turning Point
- UCHealth Medical Group
- United Way of Larimer County
- United Way of Weld County
- University of Northern Colorado
- Volunteers of America Colorado
- Weld Community Foundation
- Weld County
- Weld County Department of Human Services
- Weld County Department of Public Health and Environment
- Weld County Emergency Management Services
- Weld County Government
- Weld County school districts and municipalities
- Weld County Sheriff's Office
- Weld Food Bank
- Women to Women, Inc.
- Youth Clinic of Northern Colorado