# 2026-2028 IMPLEMENTATION STRATEGY

Based on findings of the 2025-2027 Community Health Needs Assessment UCHealth Yampa Valley Medical Center



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# INTRODUCTION AND OVERVIEW

#### Introduction.

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

YVMC is a 39-bed, acute-care hospital located in Steamboat Springs in northwest Colorado. From family medicine and obstetrics to emergency medicine and chronic disease care, YVMC provides high-quality care to residents and visitors alike. YVMC is committed to improving the lives of the community's most vulnerable residents and cared for more than 7,600 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2024.

YVMC 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 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 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 community benefit, YVMC provided \$17 million in community benefits during fiscal year 2024, including \$12 million in uncompensated care.

#### Community served.

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



UCHealth Yampa Valley Medical Center

# IMPLEMENTATION STRATEGY

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

The implementation strategy report for YVMC is based on the findings and health issue priorities established through the 2025-2027 YVMC 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 YVMC 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 YVMC's clinical support services, community health improvement programs and impact initiatives and collaborations with 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 YVMC 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 trustees approval.

During the September 2025 meeting, the YVMC Board of Trustees was apprised of and approved this implementation strategy and related activities described within this report.

# COMMUNITY HEALTH NEEDS

#### Identified community health needs.

YVMC 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 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 provider input on local health issues through a web-based survey distributed to health care providers at YVMC to gather input on community health needs.
- Distribution of a web-based survey to local community members in collaboration with The Health Partnership and its organization members.
- A review of the most recent Community Health Assessment for Routt County, as produced by Routt County Public Health.
- Participation in meetings with other local organizations to gain insights into community needs.

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

- Scope and severity of the health need.
- Potential for YVMC 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 YVMC are access to care, behavioral health and cancer.

#### 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.

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.

In Routt County, residents under 65 lack health insurance at a higher rate compared to the overall state population. According to the U.S. Census Bureau, 7.9% of Colorado's population under age 65 is uninsured compared to 9.1% in Routt County.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Virtual primary care and specialty care appointments.	Provide virtual primary care and specialty care services.	Increased access to providers by those seeking care in the community.	UCHealth Virtual Health Center, YVMC outpatient clinics	
Care Alliance with Children's Hospital Colorado.	Collaborate with Children's Hospital Colorado to evaluate ways to enhance local access to pediatric care.	Expanded access to pediatric specialists.	Children's Hospital Colorado Care Alliance	
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	Staff time to support the implementation of the programs and initiatives.
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.	Local law enforcement agencies, Brighter World Child Advocacy Center, Children's Hospital Colorado	In-kind expenses and financial support associated with the ongoing operations of the programs.
Nurse telephone consultation services.	Continue offering Ask-A-Nurse telephone service, providing nurse- consultation services at no cost that help assess symptoms and provide advice on seeking care.	Improved access to timely and high-quality health information.	AccessNurse	In-kind expenses associated with collaborations with community organizations.
Interpretation services at outpatient medical appointments, during inpatient stays and through discharge care planning.	Provide interpretation services to patients with limited English proficiency (LEP), which can be provided in person, via phone or by video.	Improved access to and use of appropriate health care services.	Language Line Solutions	

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Interpretation services for community partners.	Collaborate with community partners to access interpretation services.	Improved access to and use of appropriate health care services.	Language Line Solutions, independent primary care providers, City of Steamboat Springs	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.
Medical personnel at community events and youth sporting events.	Provide medical personnel and Automatic External Defibrillators to address injuries incurred during community events.	Improved access to timely health care services.	Steamboat Springs and South Routt School Districts, Steamboat Springs Winter Sports Club, local sports club tournaments and competitions	
Low-cost injury screenings and laboratory blood-test services.	Continue program to provide sports medicine screenings. Provide lab tests through Community Health Days 365 program.	Expanded access to low- or no-cost professional health services.	YVMC laboratory services and physical therapy staff	
Lactation support and increased education including enhanced breastmilk bank.	Provide breastfeeding support to ensure patients understand the benefits of breastfeeding and have support through feeding challenges.  Provide breastmilk bank services to ensure access to breastmilk for those who do not have enough to feed their newborns.	Increased rate of people exclusively breastfeeding upon discharge, increased rate of participation in breastfeeding support group and increased qualified donated breastmilk supply.	YVMC birth center	
Community-based health and wellness education.	Develop and conduct emergency response and general health trainings.	Increased awareness of injury prevention and emergency preparedness strategies, nutrition and general health promotion practices.	YVMC clinical and support staff, Old Town Hot Springs	
Urgent care and occupational medicine services at Steamboat Ski Resort.	Provide urgent care and occupational medicine services at ski resort clinic.	Improved access to and use of appropriate health care services.	Steamboat Springs Ski Resort	
Skier transport services.	Provide seasonal skier transport from the ski area to the hospital and/ or urgent care.	Increased access to care from time of injury to treatment to avoid unnecessary and costly ambulance transfer to the correct level of care.	Steamboat Ski & Resort Corporation	

Access to care, continued on next page.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Family planning services.	Support continuation of family planning services and education within the region.	Improved access to family planning and education services.	UCHealth Women's Care Clinic providers	
Social determinants of health screenings.	Implement social determinants of health screenings in the labor and delivery unit to assist patients in accessing resources.	Improved access to and use of appropriate health care services.	YVMC clinical staff and care management	
Healthy Hearts and Minds 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 adoption of heart-healthy lifestyle behaviors, improved life-saving skills and knowledge of mental health and stress management resources.	Steamboat Springs School District, Steamboat Springs Fire Rescue	Staff time to
Increase community access to pulmonology rehabilitation.	Provide proactive care coordination for people who meet pulmonology rehabilitation criteria.	Increased access to care and enhanced communication for an improved patient experience and enhanced community health outcomes.	Independent primary care providers	support the implementation of the programs and initiatives.  In-kind expenses and financial support
Colorado Pediatric Preparedness for the Emergency Room (COPPER).	Maintain certification to enhance care for pediatrics population through the emergency department, including pediatrics intermediate care in our inpatient care.	Increased access to local care for children aged 17 and younger.	YVMC clinical departments, EMS for Children Colorado	associated with the ongoing operations of the programs.  In-kind expenses associated with collaborations
Workforce housing strategies.	Continue focused recruitment and retention strategies to ensure adequate staffing levels and expertise for ongoing care.	Decreased clinician turnover and increased continuity of care within the community.	UCHealth	collaborations with community organizations.
Collaboration for inclement-weather ground transport.	Partner with local organizations to provide emergent ground transportation when flights are not available due to weather.	Increased and expedited access to care for those in need of a higher level of care.	Classic Air Medical, Steamboat Springs Fire Rescue	
Collaboration for community access to home health services and hospice care.	Partner with local organizations to ensure community needs for home health and hospice are met.	Improved access to home health and hospice; decreased unnecessary emergency department visits and decreased readmissions.	Northwest Colorado Health	

#### Priority health issue: Behavioral health.

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

Routt County community members are experiencing challenges related to several aspects of behavioral health, including access to mental health care and significantly higher rates of substance use in comparison to the state average. According to the U.S. Centers for Disease Control and Prevention (CDC), mental health conditions are among the most common health conditions in the U.S. The resulting disease burden of mental illness is among the highest of all diseases.

According to CHR&R data, Routt County has limited access to mental health care, with one mental health provider for every 291 residents, an unfavorable rate compared to the state average of one provider for every 219 Coloradoans. Further, the 2023 Healthy Kids Colorado Survey (HKCS) found that high school students in Routt County reported seriously considering suicide at a higher rate than high schoolers in Colorado overall.

The effects of substance use disorders are cumulative, significantly contributing to costly social, physical, mental and public health problems. The CDC 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. According to 2024 CHR&R and the HKCS, binge drinking across adults, middle school students and high school students was reported at a higher rate among Routt County residents as compared to all Coloradoans. HKCS also notes that middle and high school students in Routt County reported recent binge drinking at a rate that is nearly double the state average. Elevated alcohol consumption is similarly reflected in driving deaths, with nearly 60% of driving deaths in Routt County involving alcohol as compared to 35% of driving deaths across Colorado, per CHR&R. Lastly, according to the 2018–2023 Colorado Health Indicators (COHI) dataset, chronic liver disease and cirrhosis rates were also higher in Routt County at 22.8 per 100,000 population compared to 18.7 per 100,000 population in Colorado.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Co-responder program.	Provide behavioral health specialists to de-escalate situations and help link people with behavioral health issues to appropriate services.	Reduced unnecessary incarceration and duplication of mental health services.	Routt County Sheriff's Office, YVMC mental health clinician	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.
Integrate behavioral health services within primary and specialty care.	Embed teams of licensed clinical social workers and mental health care providers into primary care practices.	Improved access to behavioral health services and resources.	YVMC clinical staff	
Virtual behavioral health consultation services.	Provide virtual behavioral health consultations through the UCHealth Virtual Health Center.	Improved access to behavioral health consultations.	UCHealth Virtual Health Center	
Alternatives to opioids.	Implement protocols for pain management without the use of opioids.	Decreased administration of opioids at discharge.	Colorado Consortium for Prescription Drug Abuse Prevention, Colorado Chapter of the American College of Emergency Physicians, Colorado Emergency Nurses Association	

Behavioral health, continued on next page.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Crisis support, care coordination and referral services.	Provide 24-hour crisis support through availability of embedded social work staff and/or use of virtual behavioral health consultations for care coordination and referral.	Improved access to behavioral health support services.	YVMC social work staff, UCHealth Virtual Behavioral Health Center	
Transportation services for behavioral health patients.	Provide financial support for transportation of behavioral health patients referred to non-local inpatient psychiatric services.	Improved access to transportation for services outside of the local community.	Citadel, MedRide, Sheep Dog Transports	
Outpatient behavioral health services.	Provide behavioral health support and referral to community providers for patients seen in emergency department but not needing hospitalization.	Improved access to and use of appropriate behavioral health services.	UCHealth Behavioral Health Clinic - Yampa Valley Medical Center	Staff time to support the implementation of the programs and initiatives.
Zero Suicide program.	Implement zero suicide evidence-based practices and improve collaboration with mental health providers.  Provide suicide awareness and prevention training to non-clinical staff.	Increased awareness of behavioral health resources.  Improved coordination and access to behavioral health care.  Increased awareness and confidence among staff and providers to assist suicidal patients.	Colorado Department of Public Health and Environment Office of Suicide Prevention, QPR Institute, Reaching Everyone Preventing Suicide (REPS)	In-kind expenses and financial support associated with the ongoing operations of the programs.  In-kind expenses associated with collaboration with community organizations.
Crisis support services community coordination.	Work with community partners to improve crisis services responses and processes.	Improved communication between entities, processes and patient flow when providing crisis support services.	The Health Partnership, Health Solutions West, Reaching Everyone Preventing Suicide (REPS), Memorial Regional Health, law enforcement agencies	
Staff de-escalation training.	Roll-out Crisis Prevention Institute (CPI) de-escalation training throughout the organization.	Trained and equipped staff with the skills to confidently recognize and prevent workplace violence among patients, families and visitors.	YVMC staff and security team	

Behavioral health, continued on next page.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Suicide prevention trainings.	Support local organizations with implementation of Talk Saves Lives and other suicide prevention trainings to include support in surrounding communities such as Hayden, South Routt and North Routt.	Increased collaboration and crisis support, education, training, prevention and postvention support around suicide.  Decreased deaths by suicide.  Decreased mental health stigma.	Reaching Everyone Preventing Suicide (REPS)	
Screening, Brief Intervention and Referral to Treatment (SBIRT).	Implement program in YVMC emergency department whereby patients identified as being under the influence of alcohol are assessed for substance use, depression, anxiety and related behavioral health issues.	Improved identification and referral of patients with substance use and/or behavioral health issues.	YVMC emergency department staff, Health Solutions West	Staff time to support the implementation of the programs
Support for the Colorado Household Medication Takeback Program (Green Box program).	Serve as collection site for disposal of unused and/or expired household medications. Provide education to staff to package and return medications in compliance with state regulations.	Increased prevention of misuse or abuse of unused medications including opioids, sedatives and stimulants.	Colorado Department of Public Health and Environment	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.
Pharmacy support regarding reduced opioid use.	Distribute Narcan overdose-prevention kits as needed.	Decreased deaths due to opioid overdose.	The Sandgaard Foundation, Stader Opioid Consultants LLC, The Colorado Naloxone Project	
Medication-assisted treatment (MAT) services and counseling support.	Implement pathways and programs established through the emergency department. Educate community providers on virtual and in-person intensive outpatient programs.	Improved health outcomes, longer periods of abstinence and decreased incidence of relapse to substance abuse.	Porch Light Health; UCHealth Center for Dependency, Addiction and Rehabilitation; Foundry Treatment Center, YVMC behavioral health providers	
Enhanced Recovery After Surgery (ERAS®).	Implement evidence- based pain management strategy to reduce use of opioids following surgical procedures.	Decreased administration of opioids for post-surgical pain management.	YVMC clinical staff	

#### Behavioral health, continued.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Healthy Hearts and Minds 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 adoption of heart-healthy lifestyle behaviors, improved life-saving skills and enhanced knowledge of mental health and stress management resources.	Steamboat Springs School District, Steamboat Springs Fire Rescue	Staff time to support the implementation of the programs and initiatives.  In-kind expenses
Support local school districts in educating about the effects of alcohol and tobacco/ vaping use.	Provide support for youth education around alcohol, tobacco and vaping.	Increased awareness of risks related to alcohol, tobacco and vaping and decrease youth use of alcohol, tobacco and vaping.	Steamboat Springs School District, Hayden School District, South Routt School District, Routt County Public Health	and financial support associated with the ongoing operations of the programs.  In-kind expenses associated with collaboration with community organizations.
Alcoholics Anonymous education.	Educate community providers on programs for patients seeking ongoing support.	Increased awareness of tools to support patients discontinuing the use of alcohol.	Independent primary care providers	

#### Priority health issue: Cancer.

#### Goal: Expand and strengthen cancer prevention and treatment services.

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

According to data from the Colorado Health Indicators database, there is a higher rate of cancer (all cancer sites) in Routt County at a rate of 410.7 compared to Colorado at a rate of 387.5. The increased incidence rate of cancer is particularly pronounced in regard to late-stage breast cancer at a rate of 56.6 in Routt County compared to 41.1 in Colorado. The Routt County colorectal cancer rate among adults under age 50 is 10.2 compared to 7.4 in Colorado as a whole. Also, according to the Healthy Kids Colorado Survey, Routt County middle and high school students reported smoking cigarettes recently at a higher rate—double the state of Colorado rate—increasing the risk for developing cancer.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Continue implementation of incidental findings, screening and monitoring programs.	High-risk lung cancer program, incidental pulmonary nodules, thyroid nodules and pancreatic cyst clinic.	Increased screening rates, decreased mortality rates of identified cancers.	EON	
Expanded cancer prevention outreach and treatment support services.	Develop cancer prevention and early detection screening programs intended to reach underserved and/ or rural communities in addition to high-risk and vulnerable professions.  Expand cancer services to include genetic counseling, nutrition, social work, therapeutic writing, support groups, integrative medicine, financial counseling and rehabilitative services.	Increased number of individuals accessing cancer screening and prevention services.  Expanded access to comprehensive cancer support services.	YVMC clinical staff, Colorado Cancer Coalition, Colorado Cancer Screening Program	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.
Biobank.	Increase community access to biobank research and personal findings.	Increased ability to fight diseases based on research findings.  Increased knowledge for participants of the risk of diseases or conditions including some types of cancer, heart disease, muscle disease and other diseases.  Increased knowledge of medication responses among participants.	Colorado Center for Personalized Medicine	In-kind expenses associated with collaborations with community organizations.

Cancer, continued.				
Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Launch Pharmacogenomic (PGx) testing clinical pilot.	Offer PGx testing.	Decreased risk of adverse effects of chemotherapy and supportive- care medications.	Centers for Personalized Medicine	
Support local school districts in educating about the effects of alcohol and substance use.	Provide support for youth education around alcohol and substance use.	Increased awareness of risks related to alcohol and substance use and decreased use of alcohol and substances among youth.	Steamboat Springs School District, Hayden School District, South Routt School District, Routt County Public Health	
Oncology support groups.	Under the oversight of social work, provide support groups specific to the variable demographics of patients with cancer.	Increased support for those dealing with cancer. Increased ability among patients to cope, decreased feelings of depression and anxiety, and increased feelings of connection.	UCHealth	Staff time to support the implementation of the programs and initiatives.
Nicotine cessation support.	Offer nicotine cessation resources and education to community members.	Increased awareness of types of cancers related to nicotine use.  Sustained nicotine cessation behaviors.	YVMC outpatient pharmacy	expenses and financial support associated with the ongoing operations of the programs.
Educate community on mammogram and colonoscopy screenings.	Educate the community on the importance of screening mammograms and colonoscopies.	Increased number of screenings and decreased number of cancer-related mortalities.	UCHealth	In-kind expenses associated with collaborations with community organizations.
Healthy Hearts and Minds 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 adoption of heart-healthy lifestyle behaviors, improved life-saving skills and enhanced knowledge of mental health and stress management resources.	Steamboat Springs School District, Steamboat Springs Fire Rescue	
Thriving and Surviving program.	Provide low-cost, 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	

# CONCLUSION

YVMC's implementation strategy for 2026-2028 will serve as one of the numerous ways that YVMC and UCHealth support the local community.

This report summarizes YVMC's plan to impact our patients and the communities it serves through a focus on the prioritized areas of need identified within the CHNA.

YVMC will regularly identify ways to refine its implementation strategy over the next three years, including collaboration with leaders from across UCHealth to explore policies, practices and programs that might be implemented within YVMC's community. YVMC 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:

- Casey's Pond
- City of Steamboat Springs
- Colorado Commission on Higher Education
- Colorado Department of Health Care Policy and Financing
- Colorado Department of Human Services
- Hayden School District
- Health Solutions West
- Integrated Community
- LiftUp Routt County
- Northwest Colorado Board of Cooperative Educational Services
- Northwest Colorado Health
- Pediatrics of Steamboat Springs
- Routt County Council on Aging
- Routt County Veterans Service Office
- Routt County Government
- Routt County Department of Human Services
- Routt County Public Health
- South Routt School District
- Steamboat Springs Chamber
- Steamboat Springs School District
- The Health Partnership