



2027-2029 IMPLEMENTATION STRATEGY

Based on findings of the 2026-2028 Community Health Needs Assessment
UCHealth Pikes Peak Regional Hospital

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INTRODUCTION AND OVERVIEW

Introduction.

UCHealth Pikes Peak Regional Hospital (PPRH) aims to improve the lives of its patients by providing access to high-quality, comprehensive healthcare services. PPRH has engaged many community partners and organizations to promote health and prevent illness in the local community with a focus on serving the community's most vulnerable populations. These efforts focus not only 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 PPRH'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 Pikes Peak Regional Hospital overview.

PPRH is a critical access hospital located in Woodland Park, Colorado, serving the community since 2007. From family medicine to general surgery and emergency medicine, PPRH provides high-quality care to residents and visitors alike. PPRH is committed to improving the lives of the community's most vulnerable residents and cared for more than 7,700 inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2025.

PPRH 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 2.9 million patients each year. UCHealth is also the largest provider of Medicaid services in Colorado, with nearly 1.4 million inpatient admissions and outpatient visits for Medicaid patients during fiscal year 2025.

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 2025, UCHealth provided \$1.6 billion in total community benefits, more than three times the nonprofit organization's tax benefits. UCHealth's community benefits include \$762 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.

As part of its commitment to community benefit, UCHealth provided \$472 million to the University of Colorado School of Medicine.¹ UCHealth's support for the school and its faculty members is critical to expanding access to needed services in local communities, training Colorado's future generation

¹ The contribution amount has been adjusted since the CHNA was completed to reflect final allocations and finalized Schedule H reporting.

of doctors and supporting crucial research to provide better care and innovative treatments for patients.

Included as part of UCHealth's community benefit, PPRH provided \$739,000 in community benefits during fiscal year 2025, including \$535,000 in uncompensated care.¹

Community served.

For the purposes of this implementation strategy, the PPRH community is defined as Teller County. This county represents the geographic area most proximal to the hospital where the majority of PPRH patients reside.



 UCHealth Pikes Peak Regional Hospital

¹ The contribution amount has been adjusted since the CHNA was completed to reflect final allocations and finalized Schedule H reporting.

IMPLEMENTATION STRATEGY

Implementation strategy process, development and approval.

The implementation strategy report for PPRH is based on the findings and health issue priorities established through the 2026–2028 PPRH 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 PPRH Internal Advisory Group (IAG), a subset of the hospital's 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 PPRH's clinical support services, community health improvement programs and sponsorships and contributions to community organizations that align 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 healthcare providers and PPRH 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 healthcare, the initiatives in this implementation strategy might change and new ones could be added or others eliminated based on the community needs during 2027–2029. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of directors approval.

During the October 2026 meeting, the PPRH Board of Directors was apprised of and approved this implementation strategy and related activities described within this report.

COMMUNITY HEALTH NEEDS

Identified community health needs.

PPRH completed its 2026–2028 CHNA between December 2025 and March 2026. The CHNA process provided an opportunity for the hospital to engage public health experts, medical providers and community stakeholders to collectively identify the most critical health needs within the community.

Assessment and prioritization process.

A multi-phased approach was used to identify the top health priorities for future impact. The process included:

- A comprehensive analysis of local population health indicators.
- Solicitation of community input on local health issues through:
 - Distribution of a web-based survey to local community-serving organizations, school districts and government agencies.
 - A web-based survey distributed to healthcare providers at PPRH to gather input on community health needs.
- A review of the most recent community health assessment by Teller County Public Health and Environment performed in 2022.
- Participation in meetings with other local community organizations to gain insights on community needs.

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

- Scope and severity of the health need.
- Potential for PPRH to impact the health need.
- Alignment with UCHealth system strategies and 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 PPRH are access to care, behavioral health, cardiovascular risks and cancer.

Tables addressing prioritized health needs.

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

2027-2029 IMPLEMENTATION STRATEGY

Priority health issue: Access to care.

Goal: Improve access to comprehensive, quality healthcare services.

Research shows that access to primary care is associated with positive health outcomes. Individuals with an established primary care provider are more likely to receive recommended preventive services such as flu shots, blood pressure screenings and cancer screenings. Disparities in access to primary care include language-related barriers, physical disabilities, inability to take time off work to attend appointments and transportation-related barriers.

Teller County's uninsured rate among adults age 65 and older is slightly lower than the statewide average (7.0% versus 7.9%, according to the 2024 U.S. Census). Despite this, residents may still experience limited access to care because the county has relatively few primary care providers for the size of its population. According to the 2025 County Health Rankings & Roadmaps report, Teller County has one primary care physician for every 2,770 residents, compared with a statewide average of one primary care physician for every 1,207 residents.

Reliable access to high-quality primary care is especially important amid ongoing confusion and mistrust surrounding vaccinations. Vaccines play a critical role in preventing disease and reducing mortality, yet Teller County trails state averages on several key immunization measures. According to the 2024 Colorado Health Indicators Dashboard, only 78.3% of kindergarteners in Teller County have received the measles, mumps and rubella (MMR) vaccine compared with 88.3% statewide. The same report shows only 46.1% of Teller County adults aged 65 and older reported receiving a flu shot within the past 12 months, compared to 72.2% of adults statewide. Among the same population, just 58.5% of Teller County residents reported ever receiving a pneumonia shot, far below the statewide average of 76.2%. The overall picture underscores the need for strong, accessible primary care systems to support preventive care and build trust with patients.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Golden Bridges Network.	Participate in the Golden Bridges committee to identify ways to provide greater opportunities for seniors to connect to services in Teller County.	Improved access to services for the senior population through enhanced communication and process improvements in Teller County.	Aspen Mine Center, Cripple Creek Care Center, Prospect, Summit Home Health Care, Teller County Public Health, Teller Senior Coalition, The Aspen, Woodland Park Senior Organization.	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.
Support and/or collaborate with community organizations providing free medical care.	Collaborate with Teller County nonprofit organizations to provide free medical care and access to uninsured or low-income residents.	Improved access to care for low-income and uninsured residents in Teller County.	Teller County Public Health Department, Aspen Mine Center.	
Community Partnerships and Grant Program.	Provide strategic grant funding and community partnership support to nonprofit organizations aligned with UCHHealth's CHNA priorities for underserved and vulnerable populations across Colorado communities.	Improved access to care, equity, community partnerships and support for underserved communities.	Care and Share Food Bank of Southern Colorado, National Alliance on Mental Illness (NAMI), TESSA, Mt. Carmel Veteran Service Center, Teller County Senior Coalition.	

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Next Chapter.	Provide services, including behavioral health support, career transition and housing assistance for veterans and their families. Create and maintain increased access to culturally competent crisis services.	Reduced financial and access barriers for support services. Reduced suicides among veterans and family members.	State of Colorado, Veterans Administration, multiple community-based behavioral health providers.	Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs.
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.	In-kind expenses associated with collaboration with community organizations.

Priority health issue: Behavioral health.

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

Behavioral health is a critical aspect of overall health and well-being. According to the U.S. Department of Health and Human Services, mental health disorders are among the most common causes of disability in the United States. The overall disease burden associated with mental illness ranks among the highest of all health conditions.

Teller County residents face several behavioral health challenges compared with residents across Colorado, including a higher prevalence of mental health symptoms, greater substance use and increased barriers to accessing care. According to the 2023 Healthy Kids Colorado Survey, 33.4% of students in Teller County reported that they felt so sad or hopeless almost every day for two weeks or more in a row during the past year that they stopped doing some usual activities, significantly higher than the statewide rate of 25.7%.

The survey also found higher levels of suicidality among local youth, with 16.4% of Teller County students reporting that they had seriously considered attempting suicide in the previous 12 months, compared with 11.1% statewide. These challenges are reflected in mortality data as well. According to 2024 Colorado Department of Public Health and Environment data, Teller County's suicide mortality rate was 55.6 deaths per 100,000 population, more than double the statewide rate of 21.1 per 100,000. Despite this elevated need, access to behavioral health services remains limited. The 2025 County Health Rankings & Roadmaps report found that Teller County has one mental health provider for every 397 residents, compared with one provider for every 204 residents statewide.

The effects of substance-use disorders are cumulative, significantly contributing to long-term social, physical, mental and public health consequences. The Centers for Disease Control and Prevention (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 when women consume four or more drinks in about two hours.

According to the 2025 County Health Rankings & Roadmaps report, 23.6% of adults in Teller County report excessive drinking, exceeding the Colorado average of 21.6%. The same report found that Teller County experiences a higher drug overdose mortality rate than Colorado overall, with 33.2 deaths per 100,000 residents compared with 29.7 deaths per 100,000 statewide. In addition, chronic liver disease and cirrhosis – conditions commonly associated with excessive alcohol use – have a substantially greater impact in Teller County, accounting for 481.2 years of potential life lost per 100,000 residents compared with 262.1 years per 100,000 statewide (age-adjusted), according to the 2024 Colorado Health Indicators Dashboard.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Integrate behavioral health services within primary care clinics.	Embed teams of licensed clinical social workers and psychologists into primary care practices.	Improved access to behavioral health services and resources.	UCHealth Medical Group.	Staff time to support the implementation of the programs and initiatives.
Golden Bridges Network.	Participate in the Golden Bridges committee to identify ways to provide greater opportunities for seniors to connect to services in Teller County.	Improved access to services for the senior population through enhanced communication and process improvements in Teller County.	Aspen Mine Center, Cripple Creek Care Center, Prospect, Summit Home Health Care, Teller County Public Health, Teller Senior Coalition, The Aspen, Woodland Park Senior Organization.	In-kind expenses and financial support associated with the ongoing operations of the programs.
Virtual behavioral health consultation services.	Provide virtual behavioral health consultations through the UCHealth Virtual Behavioral Health Center.	Improved access to behavioral health consultations.	UCHealth Virtual Behavioral Health Center.	In-kind expenses associated with collaboration with community organizations.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Zero Suicide program implementation.	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 healthcare. Increased awareness and confidence among staff and providers to assist suicidal patients.	State of Colorado Office of Suicide Prevention, Rocky Mountain Crisis Partners.	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.
Partnership with Teller County Mental Health Alliance.	Collaborate with Teller County Mental Health Alliance to reduce the stigma surrounding mental healthcare and improve access to services.	Improved access to behavioral health services and resources.	Teller County partners, providers, schools, emergency medical services (EMS).	
Mental Health Assessment Program (MAP).	Partner with the Ute Pass Regional Health Service District to provide behavioral health specialists who de-escalate mental health crises and connect individuals to appropriate services.	Reduced unnecessary incarceration and duplication of mental health services.	Diverses Health, Teller County Sheriff's Department, Woodland Park School District, Ute Pass Regional Health Service District.	
Next Chapter.	Provide services, including behavioral health support, career transition and housing assistance for veterans and their families. Create and maintain increased access to culturally competent crisis services.	Reduced financial and access barriers for support services. Reduced suicides among veterans and family members.	State of Colorado, Veterans Administration, multiple community-based behavioral health providers.	
Community Partnerships and Grant Program.	Provide strategic grant funding and community partnership support to nonprofit organizations aligned with UCHHealth's CHNA priorities for underserved and vulnerable populations across Colorado communities.	Improved access to care, equity, community partnerships and support for underserved communities.	Care and Share Food Bank of Southern Colorado, National Alliance on Mental Illness (NAMI), TESSA, Mt. Carmel Veteran Service Center, Teller County Senior Coalition.	

Priority health issue: Cardiovascular risks.

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

Cardiovascular disease – including stroke, heart failure, heart attack and coronary artery disease – is the leading cause of death in the United States, according to the CDC. Similar to chronic diseases, a range of modifiable lifestyle factors and underlying medical conditions increase the risk of developing cardiovascular disease, including diabetes, tobacco use, obesity, physical inactivity, unhealthy diet and excessive alcohol consumption.

The 2025 County Health Rankings & Roadmaps report found that 26.9% of Teller County adults are obese, compared with 25.0% statewide. The 2023 Healthy Kids Colorado Survey also found that 5.3% of Teller County students reported smoking cigarettes within the past 30 days, compared with 3.1% of students across Colorado. The county also experiences higher diabetes-related mortality, with 19.8 deaths per 100,000 residents compared with 17.4 deaths per 100,000 statewide, according to 2024 Colorado Department of Public Health and Environment data.

Together, these indicators highlight a clear opportunity for early intervention aimed at reducing cardiovascular risk and preventing the development of cardiovascular disease, heart attacks and stroke.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Community education and outreach events.	Provide disease prevention education and free wellness screenings at community sites.	Increased awareness of disease risks and prevention strategies. Earlier detection and improved management of conditions. Reduced prevalence of disease among community members.	UCHealth Medical Group, healthcare providers in Teller County, Teller County Public Health, Golden Bridges Network, Aspen Mine Center.	Staff time to support the implementation of the programs and initiatives.
Stress echocardiogram program.	Expand access to stress echocardiogram testing in the Teller County community.	Increased early detection of coronary artery disease and risk for heart attack. Improved outcomes from earlier detection and treatment of coronary artery disease.	UCHealth Cardiovascular service line, UCHealth Medical Group.	In-kind expenses and financial support associated with the ongoing operations of the programs. In-kind expenses associated with collaboration with community organizations.
Community Partnerships and Grant Program.	Provide strategic grant funding and community partnership support to nonprofit organizations aligned with UCHealth's CHNA priorities for underserved and vulnerable populations across Colorado communities.	Improved access to care, equity, community partnerships and support for underserved communities.	Care and Share Food Bank of Southern Colorado, National Alliance on Mental Illness (NAMI), TESSA, Mt. Carmel Veteran Service Center Teller County Senior Coalition.	

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 managing sun exposure are all choices that help reduce cancer risk. Adhering to recommended screening guidelines is also effective at early detection of many types of cancers.

Public health data indicate that Teller County does not experience a higher overall cancer incidence rate than Colorado when all cancer sites are combined. However, the county faces elevated rates of several specific cancers and cancer-related risk factors. According to the 2024 Colorado Health Indicators Dashboard, Teller County reports a colorectal cancer incidence rate of 92.7 cases per 100,000 population among adults aged 50 and older, compared with 85.1 cases per 100,000 statewide. The county also experiences a higher rate of late-stage breast cancer diagnoses among women, with 52.9 cases per 100,000 females compared with 41.1 statewide, as well as a higher lung and bronchus cancer incidence rate of 38.8 cases per 100,000 residents versus 37.0 per 100,000 across Colorado.

Several behavioral risk factors associated with cancer are also more prevalent in Teller County. As noted in previous sections, a greater percentage of adults in Teller County are obese compared to the statewide average, and Teller County adults also report higher rates of excessive drinking than the statewide average. It was also previously noted that a greater percentage of Teller County students reported smoking cigarettes within the past 30 days compared to the statewide average. Together, these factors may increase the risk of developing certain cancers and underscore the importance of prevention, screening and early detection efforts within the community.

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Community education and outreach events.	Provide disease-prevention education and free wellness screenings at community sites.	Increased awareness of disease risks and prevention strategies. Earlier detection and improved management of conditions. Reduced prevalence of disease among community members.	UCHealth Medical Group, healthcare providers in Teller County, Teller County Public Health, Golden Bridges Network, Aspen Mine Center.	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.
Breast cancer screening program.	Provide screening mammography and breast imaging services for underserved populations.	Improved access to breast cancer screening and diagnostic services. Improved survival rates from earlier detection and treatment.	Teller County Public Health, Colorado Department of Public Health and Environment (CDPHE), Peak Vista, Planned Parenthood.	
Virtual oncology support services.	Provide support to oncology patients using virtual technology, such as cancer support groups.	Improved access to care, support and outcomes for the patient.	UCHealth Virtual Health Center.	

CONCLUSION

PPRH's implementation strategy for 2027-2029 will serve as one of the numerous ways that PPRH and UCHHealth support the local community.

This report summarizes our plan to impact our patients and the communities we serve through a focus on the prioritized areas of need identified within the CHNA.

PPRH will regularly identify ways to refine its implementation strategy over the next three years, including collaboration with leaders from across UCHHealth to explore policies, practices and programs that might be implemented within the PPRH community. PPRH will continue to focus its efforts on improving community health and advancing its mission to improve the lives of those we serve.

APPENDIX

Community organizations and partners:

- Aspen Mine Center
- Community Health Partnership
- Community Partnership Family Resource Center
- Divide Health Center
- Forest Ridge Senior Living and Rehabilitation
- Peak Vista Community Health Centers
- Southwest Teller County Emergency Medical Services (SWTCEMS)
- Teller County Board of County Commissioners
- Teller County Mental Health Alliance
- Teller County Public Health and Environment
- Teller Senior Coalition
- Ute Pass Regional Health Service District
- Woodland Park School District