



Community Health Improvement Plan

2016-2019

Approved by Board of Trustees
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Mission for Implementation

Yampa Valley Medical Center (YVMC) is a non-profit, non-tax supported, independent community hospital. It is dedicated to serving the needs of residents throughout Northwest Colorado and visitors from around the world. YVMC is a 39-bed; acute care hospital that provides sophisticated medical services to more than 51,000 outpatients annually. The YVMC campus is home to an accredited, full-service acute care hospital including emergency care, surgical services and Family Birth Place with Special Care Nursery. YVMC also provides comprehensive therapy and rehabilitation services, including a swing unit offering short-term rehabilitation stays. YVMC is a non-profit 501(c)(3) organization led by a Board of Trustees who represent the local community.

As part of its mission “To provide outstanding healthcare to those we serve through safe, personalized, quality care,” YVMC strives to be a leader, partner and advocate in the creation of innovative health and wellness solutions that improve the lives of the individuals and communities we serve. YVMC worked closely with the local community to ensure regional health needs are identified and incorporated into system-wide planning and strategy. To this end, YVMC, along with Northwest Colorado Nurse Association now Northwest Colorado Health and The Memorial Hospital (TMH) commissioned Health Management Associates to conduct a Community Health Needs Assessment (CHNA). Report findings synthesize data from publicly available sources, internal hospital data and input from those with close knowledge of the local public health and healthcare landscape to present a comprehensive overview of unmet health needs in the region. Through a process of analysis, stakeholder debriefing, and refinement, the collection of indicators presented for initial review was distilled into a final list of five priority health needs requiring a targeted community response in the coming triennium.

The Community Health Improvement Plan (CHIP) presented in this document fulfills federal IRS 990H requirements for 501(c)(3) non-profit hospitals’ community benefit requirements and will be made available to the public. The CHIP builds upon the CHNA findings by detailing how YVMC intends to engage partner organizations and other local resources to respond to the priority health needs identified in the CHNA. It identifies a clear set of goals, actions and interim benchmarks to monitor progress. Specific community assets are identified and linked to needs they can address, a step toward achieving the Triple Aim and fostering community collaboration.

Target Area/Population

YVMC primarily receives patients from four counties in northwest Colorado: Routt, Moffat, Grand and Jackson. In addition, patients from lower Carbon County, WY seek services at YVMC as well as visitors to Steamboat Springs from all over the world. The service area is home to an approximate total population of 54,000.

Community Health Priorities

YVMC reviewed the CHNA report in the summer of 2016. A committee comprised of both hospital staff and external community health partners who participated in the CHNA formulation was tasked with reviewing findings and distilling five recommendations for targeted, near-term action. Priorities were evaluated according to prevalence and severity, information by county and state secondary data. Input provided by local leaders, focus group participants and other community stakeholders was also heavily

considered. The committee considered the hospital’s organizational capacity to address the problems, the impact of the problems on vulnerable populations, existing resources already addressing the problems, and potential risks associated with delaying intervention on the problem.

Rank	Health Needs
1	Continue collaboration between Northwest Colorado Health , The Memorial Hospital and Yampa Valley Medical Center
2	Expand and Strengthen Mental Health and Substance Abuse Systems
3	Bolster Primary and Behavioral Health Integrations Efforts
4	Health is More Important than Health Care
5	Engage Healthcare Consumers

Selected Implementation Strategy

This section presents a series of implementation strategies with detailed goals and actions YVMC will undertake in the coming three year period to respond to each priority health need listed above.

Continue the Northwest Colorado Health, The Memorial Hospital and Yampa Valley Medical Center Collaborative

YVMC will continue to foster collaborative efforts with regional, state and national partners through the development of a Clinical Integrated Network (CIN).

Major Action (s)	Sub-Actions
<p>Collaborate with regional, state and national partners to create a highly collaborative Clinically Integrated Network that increases access to care, reduces cost and improve the health of individuals and communities.</p>	<ol style="list-style-type: none"> 1. Continue to build upon relationships with local and regional healthcare providers 2. Meet with local providers who participated in the CHNA to prioritize needs and develop strategies for collaboration 3. Engage in a selection process to for a tertiary CIN partner <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Increase access to sub-specialties. – Increase value of healthcare. – Increase employer strategies – Increase networking and collaboration with providers in the community to drive reductions in duplicated services – Improve continuity of care

Expand and Strengthen Mental Health and Substance Abuse Systems

Findings from the survey and conversations with leaders and residents from different communities and across demographics groups showed that mental health and substance abuse are top priorities in the Yampa Valley. Federal funding through various sources and models from other states in rural settings can serve as potential resources.

Major Action (s)	Sub-Actions
<p>Explore options to support current delivery models and create new delivery models within and outside the Clinically Integrated Network</p>	<ol style="list-style-type: none"> 1. Financially support mental health programs within local independent school districts. 2. Integrate various types of care to build the capacity of mental health and substance abuse systems in the Yampa Valley. 3. Participate in the community Rx Task Force. 4. Explore options to strengthen our local workforce through employer strategies. 5. Conduct public service announcements. <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Reduce the number of mental health holds in the ER – Reduce the frequency of overdose presentation to the ER – Increase public education among youth on the dangers of prescription drugs

Bolster Primary and Behavioral Health Integration Efforts

A potential strategy for focusing on a more holistic approach to the health and well-being of Yampa Valley residents is primary and behavioral health integration. In 2016, a number of payment and delivery changes began taking shape in Colorado that support and emphasize primary and behavioral health integration. The Yampa Valley is particularly well-positioned for this approach, as an identified asset from the community assessment is health prevention and healthcare systems.

Major Action (s)	Sub-Actions
<p>By integrating mental health and substance abuse programs into existing health care systems, the complexity and accessibility issues have a higher probability of being addressed for patients who need these services.</p>	<ol style="list-style-type: none"> 1. Develop organizational leadership within the Clinically Integrated Network that supports primary and behavioral health integration 2. Develop a medical home model that identifies, supports and treats primary and behavioral health integration 3. Develop an identification process of patients needing integrated care 4. Create a system that engages patients and their family as active participants in patient care <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Achieve collaborative, financially sustainable model – Multiple provider and county involvement

Health is More than Healthcare

There is growing recognition that factors contributing to health are unrelated to what happens within the walls of healthcare facilities. Social determinants of health are defined as “conditions in the environments in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning and quality-of-life outcomes and risks.” As health care payers emphasize population health as a key performance indicator, the complete picture of what contributes to health will continue to garner attention. The CHNA results demonstrate that health means more than healthcare to the community and additional resources are needed to be healthy in a more broadly defined way. YVMC will consider investments to address the social determinants of health programming or system redesign to help address the broader community needs (e.g. housing, job training, wealth building in underserved communities, etc.).

Major Action (s)	Sub-Actions
Offer a sports medicine program to prevent and care for athletic injuries	<ol style="list-style-type: none"> 1. Offer free injury screenings via SportsMed 2. Offer free injury screenings at Steamboat Springs Winter Sports Club <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Support healthy lifestyles
Offer employer wellness programs	<ol style="list-style-type: none"> 1. Develop sustainable and highly engaging wellness programs 2. Offer onsite clinics <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Reduce absenteeism – Reduce employer healthcare cost
Offer community education on a variety of health topics	<ol style="list-style-type: none"> 1. Offer Women’s Health series 2. Offer Cancer Care series 3. Open enrollment education and assistance <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Improve healthcare literacy – Improve patient’s engagement in health

Engage Healthcare Consumers

The Affordable Care Act and other legislation has prioritized patients and consumers and brought them to the forefront of health care. As health care evolves into a more patient-centered system, developing strategies for engaging consumers is essential. The experiences learned through implementing the assessment proved that consumers are busy but interested in identifying challenges and contributing to the solutions. YVMC will invest in ongoing and meaningful conversations with consumers with the goal of improving the health of individuals, improving the health of our community, and improving the value of

health care. This can include participation on boards, soliciting their involvement in system redesign, and ensuring their voices are integrated into public policy related to health care. These efforts can benefit significantly from the inclusion of people from different genders, cultural backgrounds, and income levels, towns within Routt and Moffat counties and occupations.

Major Action (s)	Sub-Actions
<p>As healthcare evolves into a more patient-centered system, YVMC is committed to developing strategies for engaging consumers</p>	<ol style="list-style-type: none"> 1. Following AIR's <i>A Roadmap for Patient + Family Engagement Research and Practice</i> recommendations. <ol style="list-style-type: none"> a. Patient and Family Preparation b. Clinician and Leadership Preparation c. Care and System Redesign d. Organizational Partnership e. Measurement and Research f. Transparency and Accountability g. Legislation and Regulation h. Partnership in Public Policy <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Increase healthcare literacy – Increase health of community
<p>Conduct free healthy eating education seminars for the public</p>	<ol style="list-style-type: none"> 1. Host Real Food seminars 2. Host Diabetes Education seminars <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Enhance patient experience and trust with YVMC – Improve food choices
<p>Use discharge calls to educate patients and assess their well-being after discharge</p>	<ol style="list-style-type: none"> 1. Calls recently discharged patients and confirm understanding of care plan. Provide clarifications to those in need of assistance as needed. 2. Include patient satisfaction questions in discharge calls to track effectiveness and patient experience <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Reduce misunderstanding or noncompliance with discharge plans, resulting in fewer hospital readmissions. – Promote continuous quality improvements, enhancing patient relationships and trust.
<p>Execute price reductions where appropriate</p>	<ol style="list-style-type: none"> 1. Complete MRI price reductions. 2. Complete BHC price reductions. 3. Complete Lab price reductions <p>Anticipated Outcome (s):</p> <ul style="list-style-type: none"> – Engage consumers when price shopping on elective services

	– Reduce the cost of care to patients and employers
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Community Needs that Cannot Be Addressed

In an effort to maximize any resources available for the priority areas listed above, leaders and staff at YVMC determined the following issues would not be explicitly included in the CHIP:

- Affordable Housing
- Affordable Child Care
- Economic Opportunity
- Poverty
- Oak Creek Local Level Health Data

While the above needs are recognized, they fit within one or more of the following criteria.

1. YVMC is not optimally positioned to address the need in an impactful way
2. There is a perception of a relative abundance of capacity and resources already being directed at the need.
3. YVMC favored the comparative value of pursuing prevention-focused efforts or systemic barriers, rather than local environmental or economic outcomes.