

# IMPROVING LIVES

— in our community —



COMMUNITY BENEFITS REPORT 2016

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.



Since our creation in 2012, UCHealth has experienced growth, remarkable climbs in our national reputation and significant improvements in our national rankings for quality and safety. These are all important measures of success; it means patients looking for the best care for themselves and their families continue to seek us out in ever-greater numbers. And it means we can continue to attract the best clinicians and staff and provide our world-class care to more and more people into the future.

But there are other measures of success. One of particular importance to UCHealth is the good we do in our communities. This community benefits report presents the highlights of our significant community engagement. These efforts are diverse, including major seminars on women's health, a free nurse-consult line, a school-outreach program on cardiac health, and an education program that shows teens the risks and consequences of distracted and impaired driving. In these pages, we explore these four programs in more depth. They are a small sampling of our community outreach efforts.

In addition, this community benefits report brings together diverse data and examples from UCHealth's significant community engagement. It extends well beyond outreach. Our investments in the future of health care benefit our communities in the near term by providing promising new treatments and clinical trials that only a system anchored by an academic medical center can offer. In the longer-term, we will all gain from our significant support of educating the next generation of physicians, nurses and other providers. We have also made major financial commitments to partnerships working to make strides in personalized and translational medicine.

As we continue to grow to better serve patients throughout Colorado and beyond, our 17,000-person-strong team will continue to deliver unmatched clinical excellence, creating jobs and improving lives.

On behalf of the UCHealth Board of Directors and the executive team, we are extremely proud of this organization and the extensive benefits we provide our patients and the communities we serve.



*Elizabeth B. Concordia*

**ELIZABETH B. CONCORDIA**  
President and CEO, UCHealth



*Richard L. Monfort*

**RICHARD L. MONFORT**  
Chairman, UCHealth Board of Directors



A photograph of a man and a young child walking on a paved path in a park. The man is wearing a dark brown short-sleeved button-down shirt and dark pants, smiling. The child is wearing a blue and white striped long-sleeved shirt and dark pants, pointing forward. A woman's arm and leg are visible on the right side of the frame. The background shows trees with autumn foliage and a wooden fence.

# THE BIG PICTURE

UCHealth is focused on delivering the highest level of care and the most exceptional patient experience throughout the Rocky Mountain West. Our founding principles are based on combining the unique strengths of the region's best academic and community health care to improve each and every life we impact.





# OUR COMMITMENT TO IMPROVING LIVES

Everything we do focuses on these three key areas:

## **Making care more accessible to all of the communities we serve**

A significant part of our culture is to help those most in need. That's why we subsidize the care for those who can least afford it and give those in the communities we serve the access they deserve.



## **Building community connections**

By creating programs to promote well-being, UCHHealth is a community leading health resource for all, from newborns to seniors and everyone in between.



## **Moving care forward**

UCHHealth continuously pushes care forward through:

- » World-class medical research
- » Investments to improve the quality of care
- » Our long-standing commitment to train Colorado's next generation of medical professionals



## OVERVIEW: Economic and community impact



**\$6.6 Billion<sup>1</sup> + 17,000 Jobs**

UCHealth contributes **\$6.6 billion** direct and induced economic impact and more than **17,000 jobs** to the Colorado economy.

<sup>1</sup>Economic Contributions of UCHealth, October 2016. George F. Rhodes, Ph.D., Professor of Economics Emeritus, Colorado State University, and Consulting Economist.



**\$584 Million<sup>2</sup>**

In FY2016, we invested **\$584 million** on financial assistance, subsidized care and other areas to directly benefit our patients and communities.

<sup>2</sup>\$584 million is cost-based, not charge-based.



**\$1.6 Million**

Investing \$584 million a year means we spent **\$1.6 million every day** in programs, facilities, subsidies, research and more in the communities we serve, improving lives and building our vision of moving from health care to health.



**16.8%  
Increase**

That's a **16.8% increase**  
from the **\$500 million**  
invested last year.







# OVERVIEW: Investing in our community



**\$223 Million**

Spent on uncompensated care for the uninsured and underinsured.

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**\$11 Million**

Amount invested in subsidized health services, cash and in-kind contributions to local community organizations.

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**\$224 Million**

To help patients receive care beyond that which Federal payers would cover.











# OUR COMMUNITY PROGRAMS





“ Our citizens are truly blessed to have the quality of care available to us along with the professionalism of your incredible staff and leadership. I am humbled to have been a part of creating this partnership that will serve our great community for decades into the future. ”

**Merv Bennett**

*Colorado Springs City Council President*

# COMMUNITY PROGRAMS IN BRIEF

UCHealth's community-benefit efforts span dozens of programs across Colorado's Front Range. These include education programs related to everything from pregnancy to healthy aging; childhood development and youth programs and much more. In the following pages, we highlight four of these programs and then provide brief descriptions of UCHealth's many other community offerings.

## **Abusive Head Trauma Prevention Program**

The program, provided to all new families at Memorial Hospital, takes aim at shaken-baby syndrome, providing one-on-one education at the bedside, helping new parents come to terms with the needs (and noises) of babies, and teaching the importance of having a plan in place when frustration builds.

## **Aspen Club**

Aspen Club provides health education, low-cost health screenings and social opportunities to people who are 50 and older throughout northern Colorado. Aspen Club provides its 22,000 members discounted access to a wide variety of medical tests.

## **Aurora Health Access**

This collaboration of health care providers, community agencies, business leaders and residents in University of Colorado Hospital's hometown of Aurora focuses on access to specialty care, health insurance coverage, pediatric access, and health care for seniors.

## **Centers for Diabetes**

UCHealth's Centers for Diabetes offers programs to help children and adults learn the skills to manage diabetes and prevent related complications. Certified diabetes educators work with patients interested in improving their blood glucose control through intensive therapy.

## **Community Case Management**

This program serves at-risk families and individuals who lack resources and are ineligible for typical in-home service programs. The free program involves Poudre Valley Hospital case managers, advanced practice nurses and licensed clinical social workers engaging with patients and their caregivers in their homes to manage health problems, diet, medications and stress.

## **Create Your Weight™**

Create Your Weight is an adult weight management program at Memorial Hospital. Developed by registered dietitians from Memorial's food-service provider Sodexo Group, the course uses evidence-based research and guidelines from the American Dietetic Association.

## **Enhance Wellness Program**

This evidence-based program provides classes and consultations to promote wellness through positive changes in nutrition, physical activity, symptom management and mental health well-being.

## **Bridges to Care**

University of Colorado Hospital is one of five organizations working with the Metro Community Provider Network, a nonprofit organization that provides health care and education services to the medically underserved.

Bridges to Care connects patients with community clinical care coordinators who identify their needs and barriers to care and connect them with primary care physicians.

## **Chronic Disease Self-Management Program**

The Chronic Disease Self-Management Program provides participants with skills needed to set realistic goals and solve problems related to their chronic conditions.

## **The Conversation Project**

UCHealth's Aspen Club has adopted principles from The Conversation Project, an organization dedicated to helping people talk about their wishes for end-of-life care, and hosts a series of classes and events to help start the conversation.



### **HealthLink**

Memorial Hospital's HealthLink service center is a free community hub for a variety of services, including health, wellness and parenting classes and the free Nurse Advisor Call Center for advice on treating injuries and illnesses.

### **Healthy Harbors**

Healthy Harbors aims to improve the often-fragmented delivery of medical, dental and mental health services to children with special health care needs who are living in foster care, kinship care, or are at risk of being removed from their biological parents.

### **Healthy Hearts**

Healthy Hearts program educates school-aged youth and their families about heart health, heart disease and promoting heart-healthy lifestyles. This program also conducts no-cost screenings to identify cardiovascular risks among youth within northern Colorado school districts.

### **Healthy Planet**

This program tackles population health from the perspective of readmissions, tracking high-risk patients and ensuring they have

primary care physicians and that they are engaging in vital follow-up care. The Healthy Planet registry applies predictive scores of hospital readmission risk for patients with conditions including heart failure, heart attacks, pneumonia, COPD, and hip and knee replacement.

### **HealthyU**

HealthyU combines in-person and virtual education on wellness, fitness, nutrition, prevention and more. The virtual version, HealthyU Tips, is a video series available for free on YouTube.

### **Let's Talk**

University of Colorado Hospital and the Center for Women's Health Research's "Let's Talk" community education lecture series hones in on health education for women. The focus of the quarterly events is on how the latest research happening at the academic medical center and elsewhere can empower women to make informed health choices for themselves and their families.

### **The Medicaid Accountable Care Collaborative**

The Medicaid Accountable Care Collaborative (MACC) program provides community-based care coordination services to Medicaid patients with complex health care needs in northern Colorado. The MACC team is based out of UHealth's Community Health Improvement department in Fort Collins. The program focuses on serving patients who have poorly-managed chronic conditions such as diabetes, chronic obstructive pulmonary disease, heart disease, hypertension, asthma and/or complex behavioral health care needs. The MACC team is also able to connect with patients who exhibit high or inappropriate utilization of health care system resources, providing support and helping them establish primary care medical homes.

### **P.A.R.T.Y.**

P.A.R.T.Y. (Prevent Alcohol and Risk-Related Trauma in Youth) is a one-day, interactive, injury-awareness and prevention program for youth ages 16 and up hosted at UHealth facilities. As they interact directly with EMS and health care professionals, teenagers learn about consequences of poor choices

that can touch family, health, finances and the law through a case study of an automobile accident and its aftermath.

### **Project C.U.R.E.**

UHealth sends unused medical supplies and equipment to Project C.U.R.E.'s headquarters in Centennial, Colorado, where they are distributed to more than 130 countries across the world. The supplies help bridge gaps in the way medicine is delivered in developing countries.

### **Safe Kids**

Safe Kids is part of a nationwide coalition implementing evidence-based programs such as car seat checkups, safety workshops and sports clinics with the goal of helping parents and caregivers prevent childhood injuries. UHealth's support for Safe Kids includes a hospital-based car seat fit station providing hands-on training by certified technicians to parents and family members of newborns prior to discharge.

### **Trauma Nurses Talk Tough**

A youth-outreach fixture at Memorial Hospital, Trauma Nurses Talk Tough focuses on seat belt and helmet education among high school students. The aim is to minimize injuries and death as a result of avoidable risky behavior, particularly on the roads. The program reaches out to thousands of southern Colorado high school students each year.

### **Seminars in Lone Tree**

UHealth's Lone Tree Health Center offers free regular health educational events for the community, with topics ranging from heart health to cancer, dermatology and orthopedics. Physicians offer lectures and engage in Q&A with patients.

### **Vida Sana**

Vida Sana is a UHealth-led community coalition that works to improve health access and promote healthier habits among Hispanic/Latino and low-income community members living in northern Colorado. Neighborhood promotoras (community health workers) connect residents with health care services, exercise opportunities, nutrition education and healthy cooking classes.





# COMMUNITY PROGRAMS IN-DEPTH: HealthLink

The woman on the other end of the phone line started with, “I just don’t feel good,” something not uncommon among callers to HealthLink, a free UHealth nurse triage call center based at Memorial Hospital in Colorado Springs.

Three to four nurses who staff the HealthLink phones weekdays from 8:30 a.m. to 7 p.m. answer some 17,000 calls each year. The nurses handle everything from sore throats to suicidal thoughts, offering health care advice, providing referrals, and, sometimes, telling callers they need to dial 911 immediately.

Melody Collard, RN, a nurse with 10 years’ experience, knew what questions to ask. There had been a car accident a month earlier, and the woman had been checked out and sent to physical therapy. But her left side had grown weaker and weaker, her right pupil was fixed, and there was some neck swelling. Collard noticed a stutter, and occasionally the wrong word entirely, as in “I got out of the flower... I mean car.”

You need to call 911, Collard told her.

It happens all the time. Of those 17,000 inbound calls in 2015, more than 7,600 were triage calls, of which over 1,100 were referred to an emergency department. Another 4,700 patients were referred to physicians – often, callers have no primary care physician – and HealthLink nurses connected another 3,600 callers to behavioral health, physical therapy, wellness, social services and other services in the community. It would be

hard to find ten digits that save more lives and help more people in Colorado than HealthLink’s 719.444.CARE (2273).

HealthLink was launched more than 20 years ago as a way for Memorial Hospital to engage with its community and offer a way to talk live with a health expert about specific problems. UHealth invests more than \$700,000 a year to keep it going. The program has proved to be of community value not only in identifying emergency cases quickly, but also in helping patients avoid unneeded emergency room visits through home health care suggestions and referrals to primary care physicians and other community resources.

Recent examples include a Veterans Administration patient hospitalized with COPD who was having trouble getting the VA to fill his prescriptions; Laura Jean Hawley, RN, followed up with VA staff and helped set up an appointment with a physician there, a prerequisite for having the prescription filled. In another case, Katy Leone, RN, spent close to an hour talking with a parent whose daughter was having suicidal thoughts.

HealthLink nurses follow up with emergency triage callers the next day or sooner, depending on the situation. They also reach out to patients discharged from Memorial Hospital who have a high risk of readmission, making sure they’re getting their prescriptions filled, that they’re following discharge instructions, and that they’ve set up their follow-up appointments. All told, it added up to 15,400 outbound calls in 2015.

It was during a follow-up call that a HealthLink nurse learned that the woman with the swollen neck didn’t dial 911, as it turned out. Rather, her husband drove her to the hospital, where she was diagnosed with an aneurysm.

“She saved my life,” the patient said. “I wouldn’t have gone in if it wasn’t for her. Please tell her I said ‘thank you.’”

Message received.

“As a nurse, you just don’t hear that very often,” Collard said.

# COMMUNITY PROGRAMS IN-DEPTH: Healthy Hearts

Like superheroes, they carry cool gadgets, though in this case the gadgets are plastic heart models, stethoscopes, blood pressure cuffs and cholesterol kits.

They swoop in on strategic missions, wielding their not-so-secret weapon: knowledge. They do battle by proxy, against villains within.

They are the UHealth Healthy Hearts team.

The free community service they provide celebrates its 25th anniversary in 2016. Since its launch in 1991 by cardiologist Gary Luckasen, M.D., Healthy Hearts has taught Northern Colorado kids how the heart and cardiovascular system work and how diet and exercise choices affect heart health. It's more than academic: last year 26 percent of elementary students screened through the program have had borderline or high cholesterol, and 23 percent have been overweight or obese.

"Even back then, it was becoming apparent that kids as young as three were developing plaque in their arteries," said Luckasen. "I thought we needed to start doing something to prevent it."

In 2015-2016, Healthy Hearts' 15 educators taught cardiovascular health to some 8,000 elementary, middle and high school students. More than 4,500 students participated in the on-site cholesterol and blood pressure screenings and were able to discuss their results with a health professional at their school. Ninety-five percent of students improved their knowledge about heart health, and 58 percent improved their skills in reading food labels.

A Healthy Hearts educator typically visits fourth- or fifth-grade classrooms three days in a row for 45-minute sessions, covering topics such as heart anatomy, cholesterol, nutrition, exercise and tobacco avoidance. By the end of the third session, the kids know which cholesterol is the good kind (HDL), how many minutes of exercise they should be getting each day (at least 60), how big a serving of vegetables is (the size of their fist), and much more.

"The program's education is very in-depth," said Wellington Eyestone Elementary physical education teacher Sandy Fetzer. "The presenters were extremely knowledgeable and had a great way with the kids."

Each Healthy Hearts screening participant receives 10 to 15 minutes of one-on-one heart-health coaching in addition to body mass index, blood pressure and non-fasting cholesterol values, which the children bring home to their parents in a sealed envelope. Families are encouraged to call if they have questions about the results, and the Healthy Hearts team follows up with kids with concerning results and invites them, their parents and siblings to participate in the Healthy Hearts for Healthy Families companion program.

Once a week for six weeks, educators use games and activities to teach families about making healthy snacks, incorporating exercise into their daily routines, and shopping for good food on a budget. The class is offered in Spanish as well as English.

"We made a lot of healthy changes as a result of the family program," said mom Nicole Lovelace, including shooting for 10,000 steps a day and eliminating sugary drinks.

Follow-up surveys done three- and six-months after the visits show the key Healthy Hearts messages to be sticking.

Long-term data back her up. When Healthy Hearts tests 10th graders who happened to have participated in the program in elementary school, they compare results. More than 80 percent of re-screened kids maintained or lowered cholesterol scores; about one-third of those found to be obese in elementary school had achieved a healthy weight in the 10th grade.

"Our data indicates that Healthy Hearts kids may be more likely to become healthy high schoolers," said Healthy Hearts Program Supervisor NaNet Puccetti.

Results that would make any superhero proud.





“The kids are making positive, long-lasting changes, such as cutting back on sugary foods and drinks, getting more physical activity and avoiding secondhand smoke,” said Meghan Willis, a Healthy Hearts educator.







# COMMUNITY PROGRAMS IN-DEPTH: Let's Talk

There was no shortage of health information for women in Colorado. But a clear, actionable, authoritative and up-to-date source on the health issues most important to women in the community was lacking.

In 2011, leaders of UCHHealth and the University of Colorado School of Medicine's Center for Women's Health Research teamed up to create a public service aimed at filling that void.

The result was "Let's Talk: Conversations about Women's Health." It's been a hit, attracting up to 280 women to each of five events each year covering hot-button topics including menopause, cardiovascular and bone health, exercise and nutrition, breast cancer, weight maintenance, healthy pregnancy, finding balance during the holiday season, and more. The Let's Talk contact list has grown from 50 women at launch to 19,000 today, says Chiara Del Monaco, UCHHealth's point person for the lecture series. The growth has been organic, she says, the result of women forwarding event announcements to friends, teams, social groups and organizations – not to mention those they know best.

"We have women who bring their mothers, their sisters and their nieces whenever they come," Del Monaco said.

The lecture series brings in M.D., Ph.D. and other experts from across the academic medical center. They cover the best practices of their specialties, share new research and debunk old myths. The goal is to provide a foundation from which women feel empowered to change daily behaviors, set achievable goals, and make informed health choices for themselves and their families.

For a recent example, consider "Preserving the Active Life You Love Throughout Your Lifetime." Proceeds from the \$10 registration fee, which included dinner, were donated to the nonprofit Girls on the Run. The two-hour session included CU School of Medicine geriatric medicine researcher Wendy Kohrt, Ph.D., discussing the latest on exercise and bone health; Rachel Brakke, M.D., of the UCHHealth Spine Center, covering the importance of core muscles to overall health; Michelle Wolcott, M.D., and a CU and UCHHealth orthopedic surgeon, discussing knee and other common injuries among women and ways to prevent them; and CU and UCHHealth orthopedic surgeon Cecilia Pascual-Garrido, M.D., on osteoarthritis and how it does – and doesn't – affect an active lifestyle.

Another event, "Taboo Topics," covered boosting one's mood and serenity, maintaining sexual appetite and overcoming urinary incontinence. To lighten the mood, Del Monaco brought in the Denver-based Girls Only comedy duo to, as she put it, "make us laugh so hard we cried." Mixing laughter with medical science opens up a whole new layer of conversation, she said, one that she believes continues when the participants return to their daily lives.

"We are not alone," said one attendee afterward. "So many women experience the same problems and there is help."

A Let's Talk event focusing on palliative care featured Jean Kutner, M.D., University of Colorado Hospital's chief medical officer and a national palliative care leader. She and others including a palliative care nurse, a licensed clinical social worker and a behavioral health specialist covered what palliative care is; the emotional, social and physical impacts of caregiving; and the keys to advanced care planning.

"Let's Talk about... Exploring Health Care Careers for Girls" appealed to a younger demographic. This free event brought in 54 girls from high schools across Colorado. They spent the day checking out CU's Center for Surgical Innovation, the Gates Biomanufacturing Center, the Skaggs School of Pharmacy, and the UCHHealth Eye Center.

Based on participant comments, Let's Talk events are working. "These lectures are wonderful. They do improve my life by making me more aware of my health," said one. "By attending sessions like this I feel I am actively taking charge of my health decisions," added another. And a third: "I truly appreciate these lectures and the health care professionals who consider it a worthwhile investment of their time and talents to share their knowledge and expertise!"

# COMMUNITY PROGRAMS IN-DEPTH: P.A.R.T.Y.

Motor vehicle crashes are the top killer of U.S. teens.

Teens have the highest crash rate of any group in the United States, with nearly a million 16-19 year-old drivers in crashes that killed 2,865 and injured 383,000 in 2013. They are three times more likely to die in an auto accident than drivers aged 20 and older. In Colorado, they account for more than 11 percent of all traffic deaths despite comprising only 6 percent of drivers.

The root causes boil down to a combination of scant experience behind the wheel and a penchant for distracted, drowsy, reckless and impaired driving, too often without seat belts. Seventeen percent of 2013 teen driving-related fatalities involved an impaired driver; 58 percent of moderate-to-severe teen auto crashes came after distractions from interacting with passengers, using cell phones, looking around inside or outside the vehicle, jamming to music, grooming, or reaching for an object.

None of this is cause for celebration; it is, rather, reason to P.A.R.T.Y.

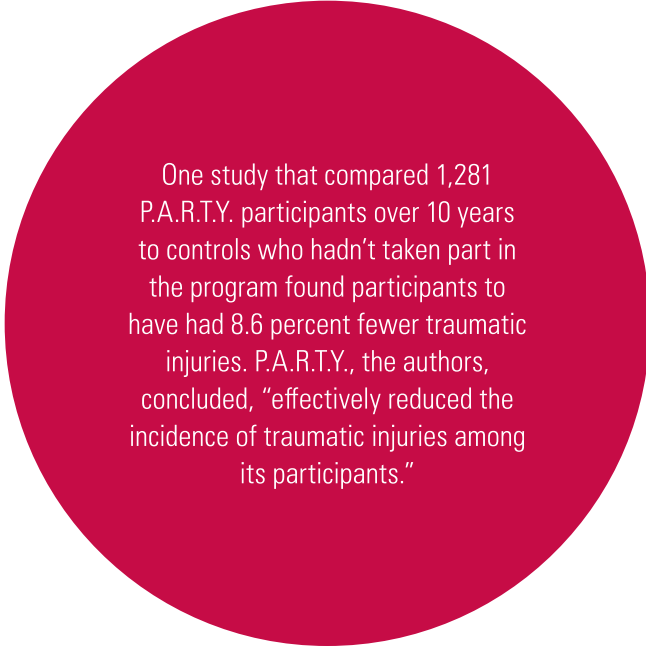
That stands for Prevent Alcohol and Risk-related Trauma in Youth, a program launched in Calgary, Alberta 30 years ago to help teenagers grasp the consequences of impaired and distracted driving. Recognizing the value P.A.R.T.Y. could bring to its community, UCHHealth joined the P.A.R.T.Y. more than a decade ago with help from a Colorado Department of Transportation grant. P.A.R.T.Y. now brings groups of 15 to

40 teens to UCHHealth's Metro Denver and southern Colorado campuses at least 35 times a year.

The program's focus areas include basic anatomy and physiology, so teens understand the pre-wreck baseline; how accidents can damage that anatomy and physiology; how alcohol and drugs affect decision making, risk assessment, concentration and coordination; how paramedics and physicians deal with serious injuries; and the consequences of those injuries on not only the teen, but also their families, friends, finances and future plans.

At UCHHealth, students check out a mangled car as a Colorado State trooper details the consequences of distracted and impaired driving. Paramedics place a cervical collar on a volunteer and backboard him or her, describing the process of triaging a crash victim. They wheel him into an Emergency Department trauma bay and discuss what ED physicians and others do to keep the seriously injured alive. A trauma surgeon discusses her work and how such patients impact them. Hospital Decedent Affairs staff talk about their experiences working with families whose teen didn't make it. A crash survivor provides a personal perspective on the trauma. The day wraps with disability and distraction simulation stations, where teens try to walk a straight line wearing goggles to simulate impairment or, with socks on their hands to simulate neuron and nerve damage, button shirts with socks on their hands, among other exercises.

The teens seem to be absorbing these tough lessons. "I'm going to take it to heart," said one; "Every decision could mean my life," related another.



One study that compared 1,281 P.A.R.T.Y. participants over 10 years to controls who hadn't taken part in the program found participants to have had 8.6 percent fewer traumatic injuries. P.A.R.T.Y., the authors, concluded, "effectively reduced the incidence of traumatic injuries among its participants."








# MOVING CARE FORWARD





“ As a central partner on the Aurora-based Anschutz Medical Campus, UCHealth plays three key roles for our community: First, as one of the state’s leading providers of exceptional health care to all citizens of our community and well beyond; second, as our most important economic engine in the creation of skilled jobs to the local community; and third, as Colorado’s gem in the pursuit of tomorrow’s medical science, research and technology. The marriage of our community and what’s happening at UCHealth is a case study in how the partnership of medicine and civic responsibility could and should be played out throughout the country to the betterment of all of us. ”

**Mayor Steve Hogan**

*City of Aurora*

# MOVING CARE FORWARD: Medical research and education

Community programs such as those just described represent important avenues through which UHealth improves lives. No less vital are our contributions to the present and future of medical care through our hosting of – and contributions to – a wealth of medical research and medical education.

One of UHealth’s greatest strengths is having a top – and Colorado’s only – academic medical center at its core. Medical research at the Anschutz Medical Campus in Aurora encompasses thousands of ongoing studies across the spectrum of medical science. They range from fundamental laboratory investigations into

the molecular workings of disease pathways to clinical trials of promising new therapies, procedures and medical devices. Patients across UHealth’s integrated system now enjoy access to such trials, benefiting them directly and, through their contribution to the advancement of medical science, helping people in Colorado and beyond.



## \$454 Million<sup>3</sup>

The University of Colorado medical research enterprise on the Anschutz Medical Campus attracted **\$454 million in research funding in 2016**, including more than **\$201 million from the National Institutes of Health**.

<sup>3</sup>Preliminary estimate from CU Office of Grants and Contracts, pending final report.



## \$3 Million

UHealth provides **\$3 million per year to the Branch Medical Campus** at University of Colorado, Colorado Springs (UCCS) to provide third- and fourth-year University of Colorado medical students with clinical education and training in a more community-based setting, including more rural rotations. The first third-year students started at UCCS in the spring of 2016.





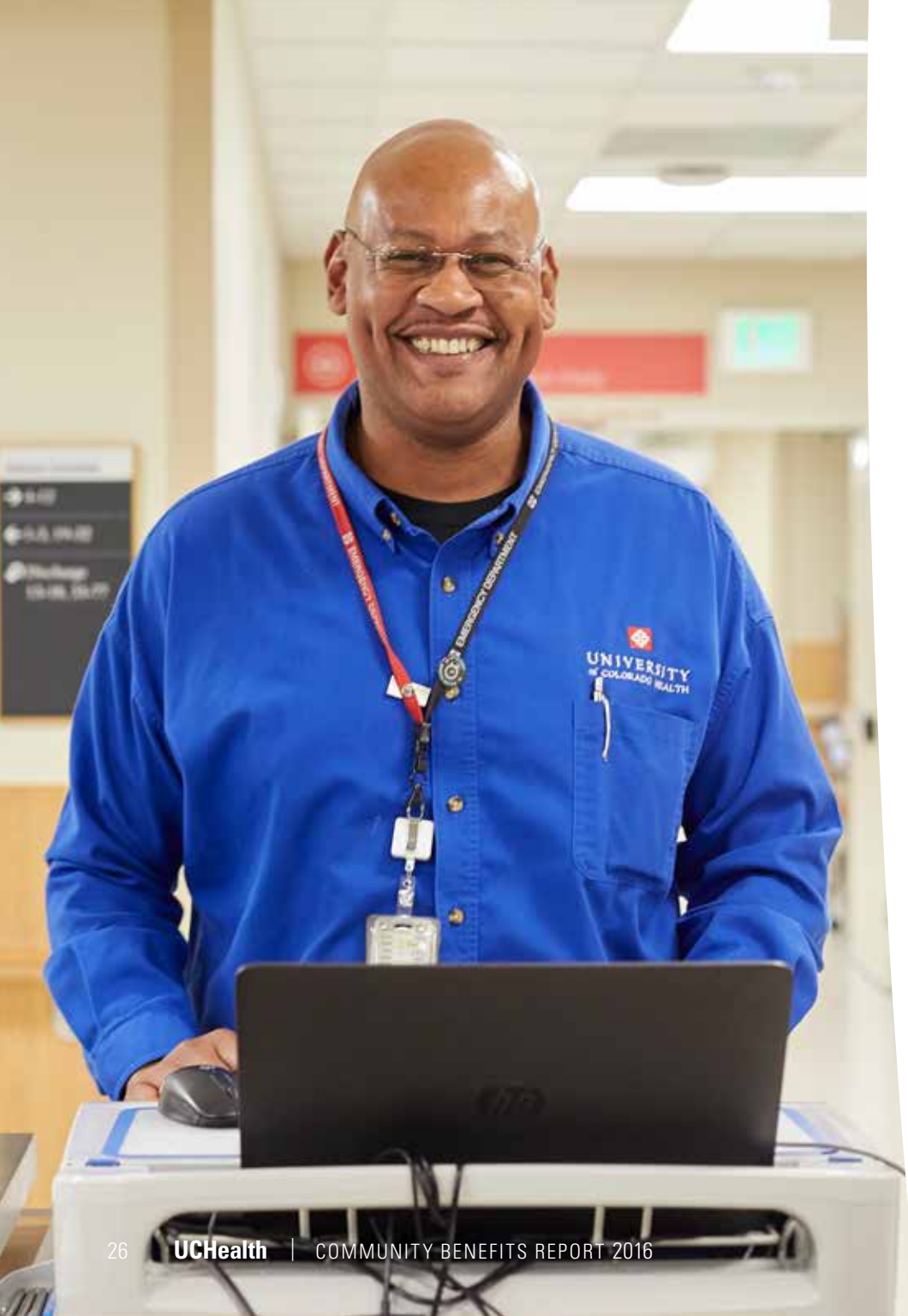
**\$92 Million**

Invested in the University of Colorado School of Medicine to support clinical, academic and research.



**\$30 Million**

Invested in resident physician and provider training.



# MOVING CARE FORWARD: In Brief

## **UCHealth Research Institute**

The full time, dedicated staff at UCHealth's Research Institute in northern Colorado brings the value of research to community medicine, helping clinicians stay on top of the latest therapies and technologies that they can then bring to patients. Clinical studies range from cardiovascular and neurology clinical trials to childhood obesity intervention and bicycle education.

## **Center for Personalized Medicine**

UCHealth, the CU School of Medicine, CU Denver, Children's Hospital Colorado and University Physicians, Inc. are investing \$81 million over five years in the Center for Personalized Medicine and Biomedical Informatics, including \$41 million from UCHealth. The goal is to use a patient's genetic information to predict risk of disease and identify targeted therapies most likely to help prevent or treat it. Benefits include helping clinicians anticipate disease before signs of illness; predicting how patients will respond to treatment; identifying the right doses for patients; and determining adverse drug reactions before writing a prescription. The center hosts genetic counselors, advanced practice nurses, researchers, a DNA Bank and an advanced data warehouse along with analytics tools.

## **CCTSI**

The Colorado Clinical and Translational Sciences Institute (CCTSI) is the region's hub for translational medicine, an important vehicle for bringing medical research to patients. In 2013, the Anschutz Medical Campus-based CCTSI won its second, five-year grant, receiving \$48.4 million from the NIH to continue its work toward achieving a single statewide academic home for clinical and translational research. Community outreach is an important facet of the CCTSI's mission. Its initiatives include Community Engagement and Research Pilot Grants of up to \$20,000 to support work to develop partnerships and improve capacity in cardiovascular disease, childhood chronic conditions and social-emotional health.



## Clinical Effectiveness and Patient Safety Grants

UCHealth, together with the CU School of Medicine, has for 10 years invested in its Clinical Effectiveness and Patient Safety Small Grants Program. Offered to six University of Colorado Hospital teams a year, these grants of up to \$25,000 aim to develop evidence-based ways to improve patient safety, enhance care quality and boost the efficiency and cost-effectiveness of health care delivery. In 2016, the projects included:

- » A patient-driven approach to managing hypertension patients
- » A care transitions program for hospitalized patients with sickle cell disease
- » Sharing provider progress notes with inpatients to engage them in their care decisions
- » A training curriculum for nurses caring for inpatients with mental health and behavioral problems
- » Improving the care of patients with decompensated cirrhosis
- » Developing a novel acute limb ischemia team

## Clinical Education and Training Center in Windsor

A 13,000-square-foot Clinical Education and Training Center, located in Windsor, Colo., brings UCHealth's northern Colorado clinical-training resources to one location. In addition to flexible classroom space, the center boasts four simulation rooms that mimic real hospital rooms. In each, a computerized mannequin patient is used to simulate real-life patient care scenarios. Controlled by clinical educators in an adjoining room, the mannequins – also known as high-fidelity simulators – and the accompanying scenarios help students improve their assessment skills and help medical teams build critical thinking, communication and teamwork skills in a realistic learning environment.

## IHQSE

UCHealth, along with the CU School of Medicine, the CU College of Nursing and Children's Hospital Colorado, created the Institute for Health care Quality, Safety and Efficiency (IHQSE). In 2015, teams from 13 University of Colorado Hospital units spanning family medicine, diabetes care, burn care, cancer care, emergency medicine, orthopedics and more participated in the intensive, 22-week program. The curriculum included leadership, effective communication, quality and safety methods, data-driven analysis, advanced teamwork skills and other topics. The IHQSE also offers a one-day introductory training program to teach the basics of designing and participating in quality improvement initiatives in clinical settings, as well as a two-day program emphasizing leadership skills needed to succeed as a clinical leader.

## WELLS Center

UCHealth's WELLS (Work, Education and Lifelong Learning Simulation) Center at University of Colorado Hospital hosts several high-fidelity mannequins – including newborn, infant, pediatric, adult and adult female birthing mannequins – for use in courses such as advanced burn life support, critical care support and many others. The WELLS Center also partners with the Colorado Rural Health Center to provide simulation training to rural hospitals in Colorado.

## Resident Education

UCHealth provides the primary training ground for Colorado's next generation of physicians, nurses, pharmacists, therapists and other providers. Many of the state's top physicians were trained in our institutions, gaining the subspecialist expertise one can only develop under the guidance of highly-skilled, experienced faculty at a top academic medical center.






# ABOUT US

UCHealth is a Colorado-owned and operated, nonprofit 501(c)(3), integrated health system. Created in 2012 with the joint operating agreement of University of Colorado Hospital and Poudre Valley Health System, UCHealth now includes seven hospitals and more than 100 UCHealth-owned and affiliated clinics serving patients in Colorado, Wyoming and Nebraska.





“ The investment UCHealth has made in southern Colorado has had an enormous impact on all parties involved. Healthy people drive a healthy economy, and UCHealth has been an excellent partner in driving that truth home for our community. It’s truly been a win-win scenario. ”

**Dirk Draper**

*President and Chief Executive Officer  
Regional Business Alliance, Colorado Springs*

# ABOUT US

## UCHealth executive leadership team

**Elizabeth B. Concordia**  
President and CEO

**Michael A. Cancro**  
Chief Strategy Officer

**Deborah Chandler**  
President and CEO  
Colorado Health Medical Group

**Will Cook**  
President and CEO  
University of Colorado Hospital

**Anthony C. DeFurio**  
Senior Vice President  
and Chief Financial Officer

**George Hayes**  
President and CEO  
Memorial Hospital and  
Memorial Hospital North

**Jean Haynes**  
Chief Population Health Officer

**Steve Hess**  
Chief Information Officer

**Dallis Howard-Crow**  
Chief Human Resources Officer

**Jean Kutner, M.D.**  
Chief Medical Officer  
University of Colorado Hospital

**William Neff, M.D.**  
Chief Medical Officer

**Dan Robinson**  
President and CEO  
UCHealth Longs Peak Hospital

**Manny Rodriguez**  
Chief Marketing Officer

**Carolyn Sanders**  
Chief Nursing Officer

**Allen Staver**  
General Counsel

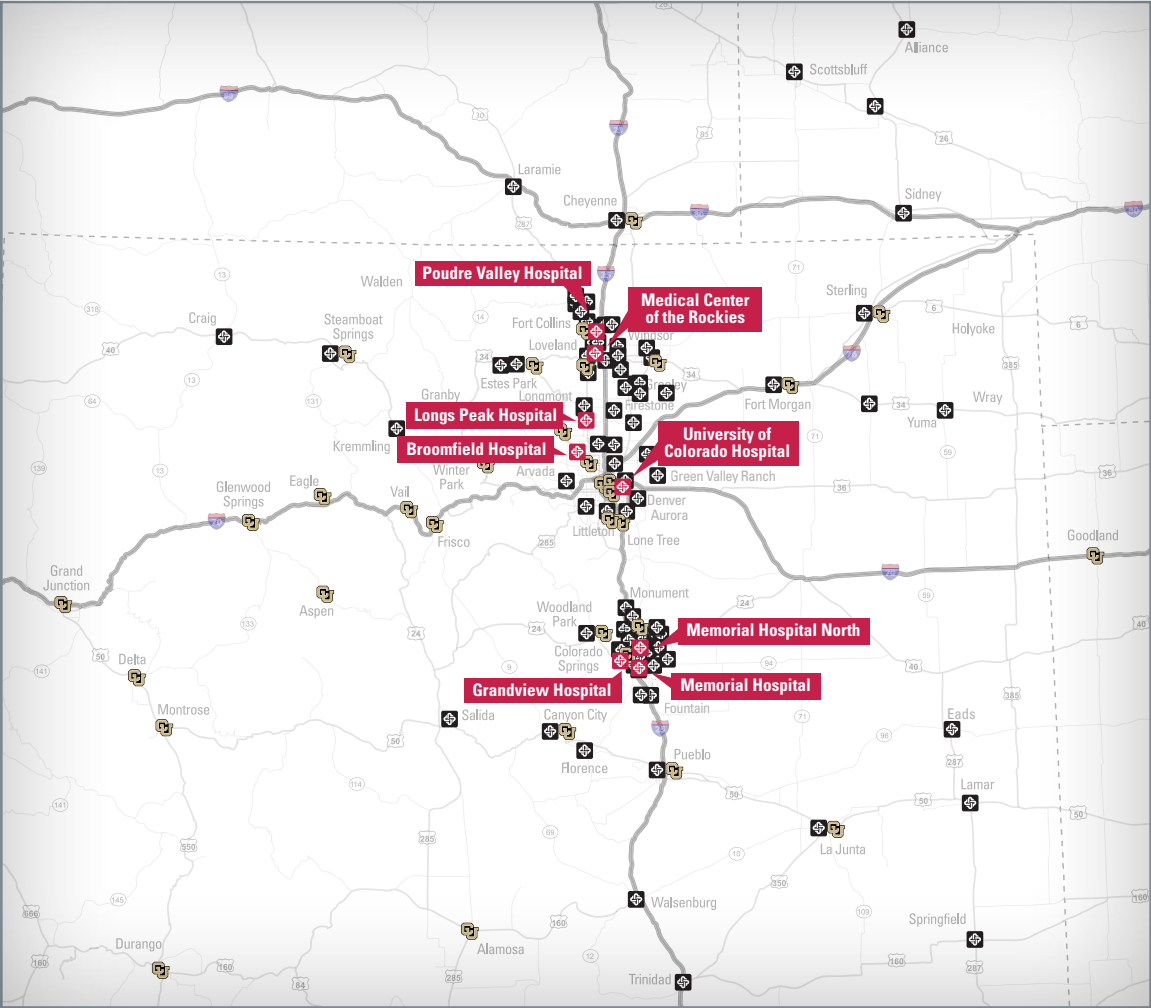
**Jeff Thompson**  
Vice President  
Government and Corporate Relations

**Kevin Unger**  
President and CEO  
Medical Center of the Rockies and  
Poudre Valley Hospital

**Richard Zane, M.D.**  
Chief Innovation Officer



# PROVIDING CARE THROUGHOUT COLORADO AND BEYOND



### Our locations

 = UCHealth hospital

 = UCHealth outpatient

 = School of Medicine

# CARE BY THE NUMBERS

 **1,620**  
Available beds

 **113,315**  
Inpatient admissions  
and observation visits

 **17,134**  
Employees

 **11,512**  
Babies delivered





# UCHEALTH BY THE NUMBERS

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## **\$6.6 Billion<sup>1</sup>**

UCHealth provides a total economic impact to the state economy of \$6.6 billion per annum. This includes direct impact of \$3.2 billion and induced impact of \$3.4 billion in the Colorado economy.

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## **\$584 Million<sup>2</sup>**

In FY2016, we invested \$584 million on subsidized care and other areas to directly benefit our patients and communities.

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## **16.8%**

UCHealth's total community benefits investment in FY2016 increased by 16.8% from the FY2015 investment of \$500 million.

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## **\$1.6 Million**

Investing \$584 million a year means we spent \$1.6 million spent every day in programs, facilities, subsidies, research and more in the communities we serve, improving lives and building our vision of moving health care to health.

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## **\$223 Million**

We spent \$223 million on uncompensated care for the uninsured and underinsured.

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## **\$11 Million**

We invested \$11 million in subsidized health services, cash and in-kind contributions to local community organizations.

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## **\$224 Million**

We invested \$224 million to help patients receive care beyond that which Federal payers would cover.

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## **\$454 Million<sup>3</sup>**

The University of Colorado medical research enterprise on the Anschutz Medical Campus attracted \$454 million in research funding in 2016, including more than \$201 million from the National Institutes of Health.

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## **\$3 Million**

UCHealth provides \$3 million per year to the Branch Medical Campus at University of Colorado, Colorado Springs (UCCS).

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## **\$92 Million**

We invested \$92 million in University of Colorado School of Medicine to support clinical, academic and research.

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## **\$92 Million**

We invested \$30 million in resident physician and provider training.

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## **1,620**

Total available beds.

Page 32

## **17,134**

UCHealth employees.

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## **113,315**

Inpatient admissions and observation visits.

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## **11,512**

Babies delivered.

<sup>1</sup> Economic Contributions of UCHealth, October 2016. George F. Rhodes, Ph.D., Professor of Economics Emeritus, Colorado State University, and Consulting Economist

<sup>2</sup> \$584 million is cost-based, not charge-based.

<sup>3</sup> Preliminary estimate from CU Office of Grants and Contracts, pending final report.







Medical Center of the Rockies | Memorial Hospital | Memorial Hospital North | Poudre Valley Hospital | UCHealth Broomfield Hospital | UCHealth Grandview Hospital | University of Colorado Hospital

*Supported by more than 100 UCHealth clinics*

**UCHealth.org**